

# EMPLOYEE SERVICES MANAGEMENT

JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

EC/JAN 1991-92

Also: Buyer's Guide  
and Services Directory

## WELLNESS PROGRAMS: Present and Future

Smoking  
Cessation

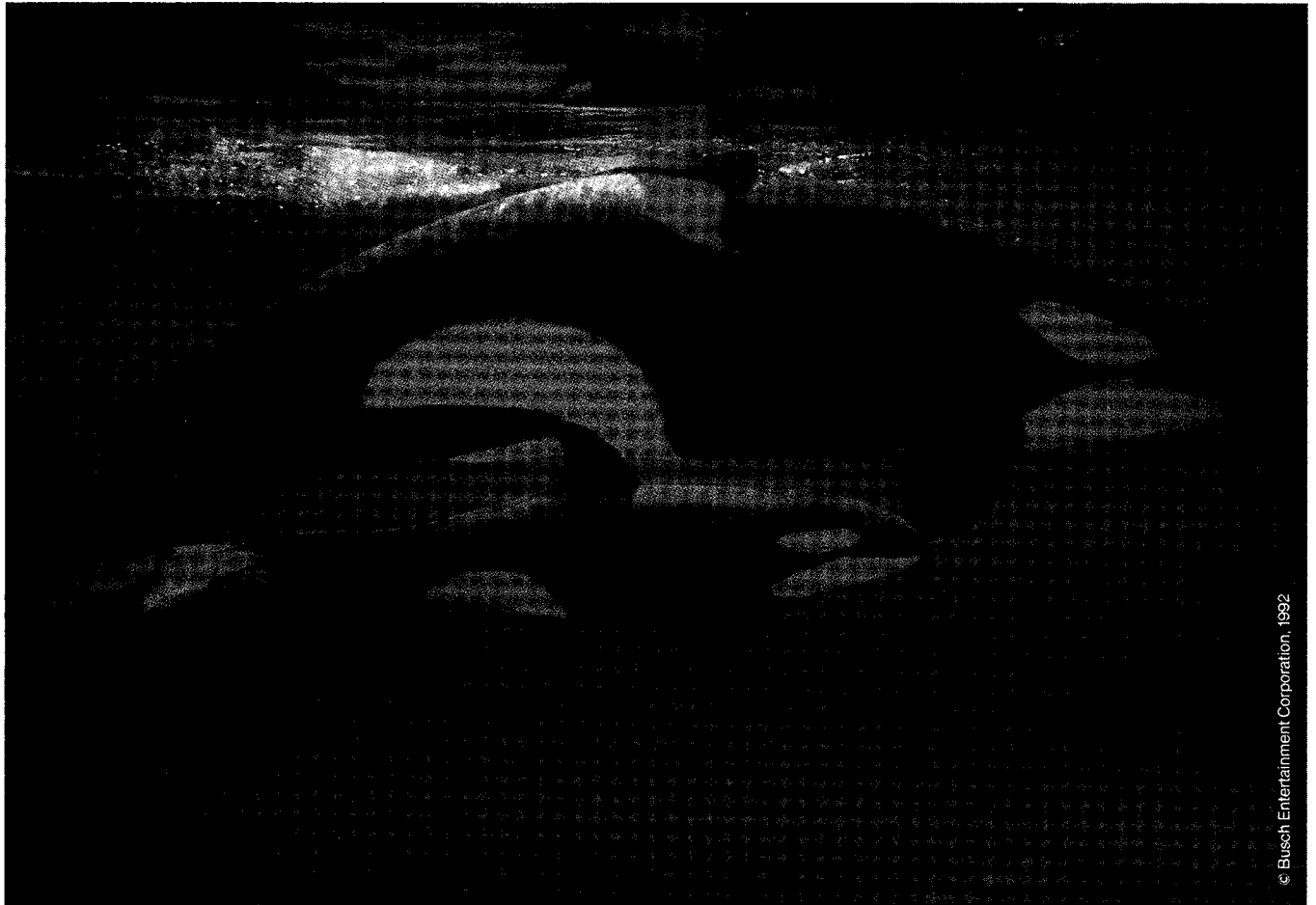
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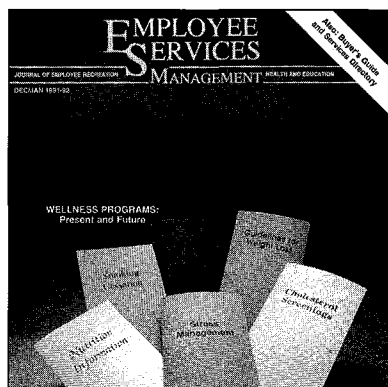
"America is a rapidly shifting mosaic of events, attitudes and ideas. No one doubts that we are in an era of tremendous change, but the problem of how to define and act upon the new trends is one that has perplexed economists, businessmen and politicians alike.

John Naisbitt, a one-time White House staffer for Lyndon Johnson and current chairman of the Naisbitt Group, has spent more than a decade utilizing an astonishingly accurate method to trace the course America has set for itself in the eighties. The ten pivotal trends [he] delineates are:

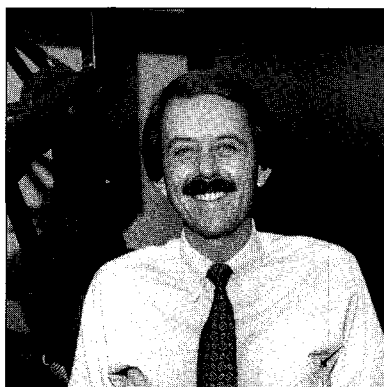
- The move from an industrial-based to an information-based society
- The move in the dual directions of "high tech/high touch"; each new technology matches a compensatory human response
- The move from a national to a global economy
- The move from a society run by short-term considerations and rewards to one that favors long-term planning
- The move from centralization to decentralization in government and business
- The move from institutional help to self-help
- The move from representative democracy to participatory democracy
- The move from hierarchal structures to networking
- The move by many Americans living in the old industrial cities of the North to the newer cities in the South and West
- The move from a narrow "either/or" society with a limited range of personal choices to a multiple-option society."

—from "Megatrends: Ten New Directions Transforming Our Lives," printed in the December/January, 1983 issue of *Employee Services Management*.

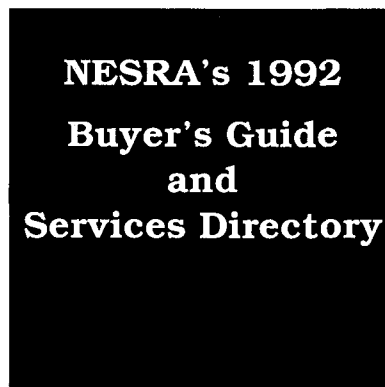
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# EMPLOYEE SERVICES MANAGEMENT

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VOLUME 34, NUMBER 10  
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## FEATURES

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### **Wellness Programs: Present and Future**

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*by Jack Kondrasuk and Christy Carl*

Wellness programs are now broader than the recreation programs of yesterday. Today these programs include fitness, recreation, health education, health prevention and other elements. The wellness program of tomorrow will be geared toward improving the individual physically, mentally and spiritually.

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## Telecommuting Rare For Many Businesses

Only a few employees have the option of working at home or at a location other than the main worksite, according to the BNA-*HRNews* mini-survey on telecommuting. Only 72 *HRNews* readers responded to the survey, and less than a third of the respondents reported that their firms have workers who telecommute on a regular basis.

Response to the survey indicates that telecommuting is rare, but employers that permit regular off-site work appear to have similar arrangements and experiences. The impetus for most of the telecommuting arrangements, 17 of the 22 companies, was the employee rather than management. Nine companies hoped to retain employees, space shortages prompted eight firms, and six companies saw telecommuting as a way to increase productivity.

Only one employer hoped to reduce absenteeism and four companies began off-site work in an effort to reduce local traffic congestion.

Most of the firms' telecommuting arrangements appear to be informal. Only five companies have formal policies. Fifteen of the 22 respondents indicated there are no established eligibility requirements for telecommuting. Six companies require employees to have a minimum performance rating to be considered for telecommuting, one firm has a length-of-service requirement, and one other requires minimum tenure in the employee's current job.

Department heads must approve telecommuting arrangements at virtually all of the companies (19 out of 22) and 19 firms give management

the right to unilaterally rescind the option to work off-site.

A majority of the 22 companies with telecommuters provide their off-site workers with computer workstations, (16); reimbursement for long distance telephone calls, (16); office supplies, (14); separate phone lines, (12); fax equipment, (5); Post Office boxes, (1); courier service, (1); and other office equipment, (7).

Respondents claim telecommuting has boosted employee morale at 16 of the 22 companies. Ten respondents said their off-site work arrangements have improved productivity, and six have experienced lower employee turnover.

Only four respondents indicated a difficulty in supervising telecommuters, four indicated problems with evaluating these employees, and three noted communication problems.

The survey results suggest temporary work-at-home arrangements are more common than regular telecommuting.

## Elderly Care Responsibilities

Nine percent of adults who are caregivers for parents regularly look after three seniors—caring for a partner's parents plus their own, a new study shows, according to *USA Today*. Sixty-five percent care for one parent; 26 percent care for two.

Other findings of the study:

- 69 percent provide up to \$250 a month to parents
- 52 percent have been caring for someone between 3-8 years
- 56 percent help more than 12 hours a week cooking meals, running errands, helping with checkbooks, giving medicines

- 73 percent say their parents' quality of life would deteriorate greatly without them.

The average age of caregivers is 50, says study co-author Robert Moskowitz. Of special concern are the 26 percent who care for both children and parents simultaneously. Three-quarters of caregivers are women.

## Technology and Cooperation Brings Changes

In the next 10 years, oil prices will plummet, personal robots will appear in homes, and Canadian provinces will begin to join the U.S., according to two prominent futurists.

A combination of technological advances and greater international cooperation will make the world "a more peaceful and prosperous place in the 1990s than it has been in the decades since World War II," says Marvin Cetron, president of Forecasting International, Ltd., and science writer Owen Davies.

The world will no longer be influenced by the needs of ideological and military competition, but instead by the need to promote international trade and the well-being of the trading nations, Cetron and Davies note in their report "50 Trends Shaping the World," published by the World Future Society.

Here are some of the trends mentioned in the report: By the year 2000, oil prices will plummet to between \$7 and \$9 a barrel; personal robots performing cleaning and food preparation will appear in homes in the developed world by the end of the century; four eastern Canadian provinces will be absorbed into the U.S. by 2004, and the other Canadian provinces will follow suit by 2010.

Quebec will secede from Canada, probably in 1996; the Soviet Union will reorganize itself into a confederation of 15 largely independent states; the AIDS-causing human immunodeficiency virus will have infected up to 40 million people by 2000.

## Anger Affects Heart Patients

Anger appears to cause a reaction in the blood flow of heart patients that is at least as severe as that caused by exercise, according to a Stanford University researcher who is measuring the patients' reactions with high-technology equipment.

This study measured heart functioning through a technique called radionuclide ventriculography, which measures ischemia through

ejection fraction and wall motion abnormalities.

Charles Benight, a doctoral candidate in counseling and health psychology at Stanford, is working on a second study with Dr. C. Barr Taylor, associate professor of psychiatry at Stanford School of Medicine and Dr. George Segall, assistant chief of nuclear medicine at the Palo Alto Veterans Affairs Medical Center.

The key to the examination is a medical imaging device called a PET (positron emission tomography) scanner that is able to show whether body organs are functioning normally.

Results from the second study will attempt to replicate what the earlier research showed. Increased perfusion for healthy people exposed to stress and reduced perfusion in diseased vessels for people with heart conditions.

## Income Peaks in Households

Twenty-two million U.S. households, or 23 percent, had total incomes of \$50,000 or more in 1989, the Census Bureau says, reports *The Wall Street Journal*.

Among 20 million households with no wage earners, including many retirees, just 3 percent had incomes this high. Of the 31 million one-earner households, 13 percent had incomes of \$50,000 or more, which many marketing specialists consider the threshold of affluence.

For the 33 million dual-earner households the rate is 35 percent. For the 10 million households with three or more earners, 58 percent had 1989 incomes of \$50,000 or more. Even though this group is the most likely to top \$50,000, individual income is highest in two-earner households.

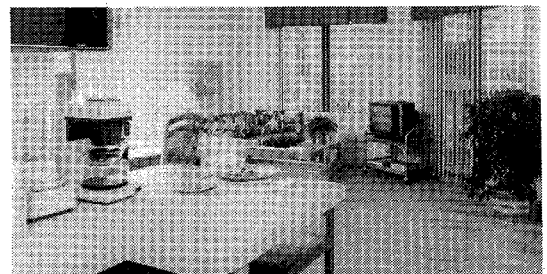


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The average per person income in two-earner households was \$15,316 in 1989, compared with \$14,443 for those with three earners and \$13,733 for those with four or more earners.

## Choosing A Canoe

When buying or renting an all-purpose canoe, consider your number one interest: Flatwater marathoning, whitewater runs, fishing or casual paddling, says *USA Today*.

Canoes come in different proportions of width, length and hull shape and are made out of wood/canvas, Fiberglass/Kevlar, aluminum or polyethylene. Before World War II, only wood/canvas were available. Although responsive, they are now considered delicate.

Fiberglass/Kevlar boats are tough,

durable and strong. Kevlar boats are light and superb for racing. Aluminum canoes tend to be rugged, low-maintenance boats without much diversity of design. They are mostly wide with a flat bottom. Polyethylene canoes tend to bounce off rocks and are difficult to dent, making them appropriate for whitewater.

## Workplace Privacy

"Is employee privacy—in voice mailboxes or computer files, for example—protected from the employer's eyes?" asks a recent issue of *Association Management* magazine. As the law stands now, employees have no automatic right to or expectation of privacy as it relates to the equipment of the employer.

If employers by word or deed,

action or inaction, might give employees grounds to believe and expect that the employer recognizes a right to privacy in the workplace, then the employer might be liable for invasion of privacy. This could occur in the following instances:

- Giving someone a private office with a door that closes or locks or tolerating restrictions the employee may place on who may enter that office and when;
- Assigning a file cabinet, with or without locks, that an employee has exclusive use of and access to;
- Dedicating a locker that the employee can secure by his or her own locks or other devices;
- Allowing employees to send or receive personal mail at the office;
- Allowing employees to keep personal property at work;
- Having written or unwritten policies that advise other employees

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not to go into others' offices or work spaces, remove anything, go into desk drawers, or open file cabinets;

- Giving employees permission to use office equipment for personal business;
- Knowing that employees routinely use office equipment for personal business and not doing anything about it.

If an employer needs to make clear to employees that they have no reasonable, legitimate expectation or privacy in the workplace then they must spell it out to avoid any misunderstandings.

## Fat Fears

When working with employees in wellness programs or fitness centers, be aware of some of the common

fears of getting fat as described in *American Fitness* magazine and be sure to educate participants with the facts about gaining weight:

**Fear #1—I'll get fat if I eat fat.** Fat fearers commonly eliminate the obvious fats in butter, margarine, salad dressings and mayonnaise. If you are a fat fearer, keep in perspective excess fat calories are the culprit when it comes to a weight gain, a little bit of fat can appropriately fit into a carbohydrate-rich sports diet. Moderation is the key.

**Fear #2—I'll get fat if I don't exercise.** Exercise of course helps with weight control. Research suggests people who lose weight and successfully keep it off are those who maintain a regular exercise program. Exercise contributes to feelings of well being and these good feelings nourish you in a calorie-free way. Over-indulgence in food for comfort

is a major weight-gain culprit.

**Fear #3—I'll get fat if I go to a party or eat out with my friends.** Many weight-conscious people fear eating in social situations. They are afraid the food will have some fat in it, and they'll lose control and overeat. Research has documented that people tend to eat more in social situations because they may be confronted with food they are denied at home. Denial leads to binge-eating. Don't deny yourself at home.

**Fear #4—I'll get fat with age.** As you age, keep in mind creeping obesity is due to lifestyle changes that result in less exercise and more food. Since exercise maintains your muscle mass, and caloric needs are directly related to your musculature, your best bet is to keep active despite aging.

ES&R managers should be aware of unfound fat fears.



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# Wellness Programs: Present and Future

***Wellness programs today encompass much more than sports and recreation activities. Wellness programs of tomorrow will be even more inclusive.***

*by Jack Kondrasuk\*  
Christy Carl*



**I**t has been stated that peoples' lifestyles contribute significantly to the top 10 leading causes of death in the United States. Unfortunately, in a number of ways the healthiness of lifestyles in the United States has deteriorated as people have become more sedentary (Matarazzo, Weiss, Herd, Miller, & Weiss, 1984). The

Center for Disease Control stated that the chance of getting coronary heart disease is much greater from a sedentary lifestyle (59 percent) than the much more ballyhooed high blood pressure, smoking or high cholesterol risk factors (10-18 percent) (Powell, Thompson, Caspersen, Kendrick, 1987).

Healthcare costs have been rising at about a 20 percent rate (Harrington & Richardson, 1990). Companies are trying frantically to control those costs and stay competitive in the global marketplace.

So...enter the panacea. Yes, we have heard a lot about wellness programs solving all kinds of individual and employer problems. There have been statements made that wellness programs can reduce absenteeism; lower direct medical/hospital/healthcare claims and costs; reduce turnover; lower the number of sick days taken; increase the public image of the company in the community; make the company a more enticing place to work for present employees and potential job applicants; lower accidents/injuries/deaths; reduce union grievances; minimize unfair discrimination cases; produce higher morale; reduce stress and burnout; develop better strength/endurance/flexibility; reduce obesity; produce better sleep habits; result in less fatigue on the job; reduce back problems; lengthen life span; produce better nutritional habits, improve decision making; and increase employee productivity.

In this article we would like to look at where we have come from, where we are now, and where we are likely to go in the future with wellness programs. We will look at the extent, effects and innovations in wellness programs.

What do we mean by "wellness programs?" The term is difficult to define because it has been used to refer to programs that are very different from each other. Wellness programs can be defined as those activities designed to encourage the long-range practice of positive health habits among employees. (*Health Cost Management*, 1987).

The main components of wellness programs are usually physical, often emotional, and sometimes social, environmental, and spiritual health.

The typical wellness programs include one or more of the following subcomponents as possible activities:

- Screenings, health risk appraisals (HRA): Blood pressure, weight, body fat, pulse, diabetes, AIDS, cardiovascular diseases, cancer and mammography, lifestyle and environmental questionnaires.
- Exercise programs: Endurance/cardiovascular/aerobics, strength training, flexibility.
- Education/awareness and possible interventions: Stress reduction, smoking cessation, obesity/weight control, lipid control, back pain, blood pressure hypertension reduction, retirement and pre-retirement counseling, pre- and post-natal education, employee/ family counseling emotional issues, relaxation programs/meditation, producing healthier environments (like healthfood in vending machines).
- Developing healthful skills, behaviors: First aid, CPR use, back injury prevention, increasing seat belt use.

## The Past

In the 1940s and 50s the term most related to this area was "recreation programs." In the 1970s we were greeted with "physical fitness programs" being the "in" thing. In the 1980s we heard about "wellness programs" and "health promotion programs."

In about 1980 in the United States, articles were estimating the number of wellness programs at about 50,000. This was taken to mean employer-sponsored wellness programs. There was a tremendous expansion in the number of wellness programs since 1975. Kondrasuk, Houston, Johnson, & Berger (1984) found that 75 percent of all the physical fitness programs started since 1975 with only 7 percent starting before 1965.

We presently use some of the same terms such as "wellness programs" and "health promotion programs." However, we have added new terms such as "health maintenance," "health intervention," and "occupational health promotion" programs.

Now it has been estimated that there are about 50,000 wellness programs in companies with at least 100 employees in the United States (Conrad, 1987). That figure sounds remarkably similar to the 1975 figure! Actually, we just don't know! There are no comparable and thorough studies. One of the better studies may be the Fielding study (1989) that found 65 percent of the companies in his survey (of private sector worksites with at least 50 employees) had wellness programs. A survey reported in a 1989 issue of the *American Journal of Public Health* found about 67 percent of firms under 50 employees surveyed offered some health promotion activity.

Some state that there are fewer types of offerings now. Some say there are more. For instance, a national survey reported in the January, 1989 *American Journal of Public Health* stated that more than 50 percent of the components in wellness programs were less than five years old.

## Typical Programs

Health promotion programs come in many varieties now, but they generally range from awareness programs (such as health risk screenings) to awareness and extensive interventions such as building elaborate fitness centers and offering extensive screenings, lectures, courses, etc.

Let's look at a generic example of a comprehensive wellness program. It would begin with a health risk appraisal (e.g. cholesterol, body fat, blood pressure) and a life style questionnaire. The results would later be fed back to the participant so that he would know what his risks were and how to change his life style to reduce

those risks. Classes, self-help kits and individual consultation would then be offered to participants. Such interventions might include weight loss programs, stress management classes, aerobic and weightlifting training, nutrition lectures, blood pressure control programs, and smoking cessation lectures and support groups. On the other hand, some wellness programs are much smaller and may only offer one or two of the preceding such as a simple blood pressure screening and provide literature on the dangers of high blood pressure and how to lower it.

It appears that most programs offered are low budget presentations and periodic HRA's while informing employees where to go in the community for other elements. Most seem to offer their programs on the employee's rather than the employer's time. An exception is L.L.Bean's program where they inform their employees of the wide range of activities in their community and then allow their employees to take time off from work, with half the expense paid for by the company to attend the activity.

Many times employers are offering incentives to employees for behaving in ways the employer judges to be a healthy lifestyle. For instance at Coors Brewing Company, employees who do not smoke qualify for better, lower premiums on supplemental life insurance. Other employer-initiated incentives for employees to engage in healthier behaviors include: Putting employees on flextime work schedules so they can arrange time to exercise, distributing free healthy foods (like popcorn and fruit) to employees at work, installing showers and bicycle racks at work, giving prizes (like cash and merchandise) to employees who exhibit healthy behavior.

There appears to be a growing business in small specialty vendors that provide or coordinate wellness program components for a number of companies that purchase those services from them.

## Relation to EAPs

Employee Assistance Programs (EAPs) and wellness programs are both human resources management strategies designed to have mutual benefits to both employees and employers. Health promotion generally utilizes primary prevention techniques to present future problems and change physical health risk behavior while EAPs are more focused on fixing present problems by providing assistance to emotionally-troubled employees and addicted employees. EAPs seem to be more structured in their treatment approach and modalities. However, there is overlap in some cases with both programs possibly offering programs to control alcohol/drug abuse or stop smoking programs. One study (Blum, Rosman, & Patrick, 1990) found 83 percent of worksites reported having at least one of nine possible health

promotion activities in their EAP offerings. It would seem that, by combining the two programs, they could both be more efficient and not require double staffs and other resources.

## Effectiveness

About eight years ago an article was published in *Employee Services Management* (Kondrasuk, et al., 1984) that indicated most employer fitness programs mainly judged success by looking at changes in individual health such as "better health," "better strength or endurance," "fewer overweight," etc. rather than at company bottom-line financial results such as "lower workers' compensation costs," "less absenteeism," or "lower health insurance premiums." Today there is more, but not total, emphasis on company financial results. For instance, we read about Coors stating that for every dollar they spent on wellness, they saved \$6.15 (Caudron, 1990).

Control Data's "Staywell," Johnson and Johnson's "Live For Life," programs by various Blue Cross/Blue Shield organizations, the Canadian Life Assurance program, New York Telephone's program, and various other programs have received notoriety through the literature. Those successes have been played and replayed many times. So is that the way it really is—wellness programs are very effective? Kondrasuk has collected about 200 research studies on the effectiveness of wellness programs. About a third of them are true experiments and quasi-experiments or experiments lacking full controls—by far most being of the latter designation. The rest were case studies, correlational studies, surveys, or secondary sources. Of the quasi- and true experiments the following information was found as the result of employer wellness programs:

- Absenteeism decreased 18-141 percent
- Blood pressure decreased 2-28 percent
- A reduction of major medical claims costs of 26-68 percent but...an increase in number of major medical claims filed in about half the cases.
- A 5-17 percent reduction in cholesterol typically.
- A 30-50 percent reduction in smoking.

A recent study by Fries on Healthtrac (Harrington & Richardson, 1990) showed that health risks can be changed for retirees as well as present employees.

## What Is Most Effective?

Some components of wellness programs seem to be more effective than others. For instance, Flinn and

Kondrasuk (1989) found that smoking cessation and hypertension reduction programs had more direct payback to the employer than did some other wellness program activities such as nutrition and weight-loss programs.

It also appears that more is better. An analysis of the most successful smoking cessation methods utilized by physicians with their patients shows that the most effective methods involve multiple interventions by multiple practitioners administered over a longer period of time (Kottke, Battista, DeFries, & Brekke, 1988).

It seems logical to assume from what we know at present that programs that only offer screenings and no follow-up or education programs with no individualized counseling/attention are not as effective as they could be and may be no better than a physician telling a patient "you should exercise" or giving a smoker a pamphlet on lung cancer.

## Individualized Programs

At least one researcher has found an individualized approach has far greater impact and results than a generalized program, even in small companies (Erfurt & Hultyn, 1991). The types of interventions which appear to have more impact on outcome measures such as behavior change and cost effectiveness include: Initial screenings or health risk appraisals which include actual measurements of blood pressure and cholesterol rather than estimates, personal assistance with completing health questionnaires and immediate opportunity to sign up for activities of interest. Employees found to be "at risk" because of their health status need to have the most focused interventions. "Reluctant" employees at high risk can be recruited into wellness activities by utilizing aggressive outreach and follow-up via phone calls and personal visits by trained wellness staff members. Providing a variety of wellness interventions allows at-risk employees to choose an activity that meets their needs and lifestyle.

Some people do not like classes, or it may be difficult to find enough people at any one time to fill a class in a small workforce due to individual differences in schedules, interests or needs. Erfurt and Hultyn (1991) propose offering a "menu" approach to at-risk employees; it includes: 1) Guided self-help strategies, 2) personalized, one-to-one interventions, 3) personalized, mini-group interventions and 4) full-group interventions or classes. In order for change in health behaviors to occur, continued follow-up on an individual basis with specific strategies developed must occur. Traditional health improvement classes without personalized follow-up may create awareness, but will probably not create consistent behavior change. Certainly this has been demonstrated in the smoking-cessation programs (Elixhauser, 1990).

## The Future

There appears to be an increasing number of newer and better ways to increase wellness. Bank of America has a nurse call those trying to quit smoking to offer support/follow-up. Bonne Bell encourages employee exercising by allowing an extra 30 minutes at lunch for exercising, considering workout clothes to be acceptable attire for wear after lunch, and providing exercise clothes for employees at cost. L.L. Bean "splits" the cost of attending certain wellness program activities such as studying first aid or stress reduction programs by considering half of the attendance time paid work time. That company also encourages outdoor activities by providing free loan of canoes, tents, sleeping bags and similar equipment. One of the leaders, Bob Jacobson and the Safeway plant in Clackamas, OR, has mandatory health promotion classes for employees; topics include humor (learning it's O.K. to play), and communications (dealing with conflict).

The future will probably see more emphasis on the results than the process. Rather than rewarding employees for the amount they exercise, we will more likely reward them for results that are more directly related to the employer's "bottom line" such as lower workers' compensation costs, less absenteeism due to "sickness," and lower employee medical costs. A few companies have been and are doing this now. For instance, Quaker Oats Company provides cash bonuses to employees who stay healthy—about 10,000 Quaker employees received an average bonus of \$150 in 1987.

Rewarding results of lowering job-related injuries and less absenteeism will help the bottom line in the short term, but what of the long-term bottom line effects? If we encourage employees to lead healthier lifestyles and be generally healthier, we generally increase their life-span too. So with people living longer, the employer's retirees will be drawing on their retirement benefits for longer periods of time. If the company offers, and the retiree elects, a monthly payout rather than a lump sum payout, pensions will be paid over more years. Retirees that have continuing medical/dental-care plans will use them for more years. Will they have fewer claims because they are relatively healthier, or will the greater number of years in using the benefits cost the company more total money? Retirees that have lifetime passes or discount benefits for their employer's products or services will add to expenses and cut into profits. Does that mean that producing healthier employees now will cost the employer more money later because they will live longer and use more employer-paid benefits?

Employers will be less likely to provide expensive on-site wellness facilities but instead use community resources and vendors specializing in wellness programs. A smaller percentage of companies will invest millions of

dollars in building exercise facilities like Kimberly-Clark did in the 1970's.

But the preceding may just be minor elements of change in the overall scheme of things. In wellness programs, education and facts are not enough. Health behaviors are difficult to change and rooted in much more than simple habits. To stop smoking means to give up a powerful, relaxing, yet energizing drug, and finding new ways to cope with stress, perhaps finding new people to associate with and perhaps dealing with emotional issues mitigated by the effects of nicotine. To lower one's blood pressure may mean to deal with one's work addiction and the life problems it helps one cope with or to lose weight which is related to a childhood abuse issue.

## Conclusion

The main future gains of wellness programs and health promotion programs will be dependent on recognizing the uniqueness and holism of every individual and thus be built on a system where all forms of health (e.g. physical, spiritual and psychological) will be addressed concurrently. Employees will each have the opportunity to develop with an ever-expanding focus. Until we recognize that treating symptoms and diseases with more and more technology does nothing to decrease the human and financial costs of medical care, little will change. We cannot continue to pour billions of dollars into treatment rather than prevention and expect there to be fewer diseases and lower medical costs.

However, prevention which focuses purely on physical dimensions is doomed to failure as well. The research emerging in the field of psychoneuroimmunology shows strong support for the notion of interconnection between body, mind, and spirit. A giant leap forward will occur when health promotion professionals recognize that a low fat diet and regular exercise plan do not necessarily make a happy, healthy and productive employee. A truly healthy employee is one who treats his/her body well with good food and exercise out of profound self-respect, who works in employment which meets his/her basic needs (intellectual, social, physical), and is at peace with themselves and their relationships.



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Jack Kondrasuk is an associate professor at the School of Business at the University of Portland (Oregon). Dr. Kondrasuk has conducted a national survey and other research in the wellness program area for about the last 13 years.

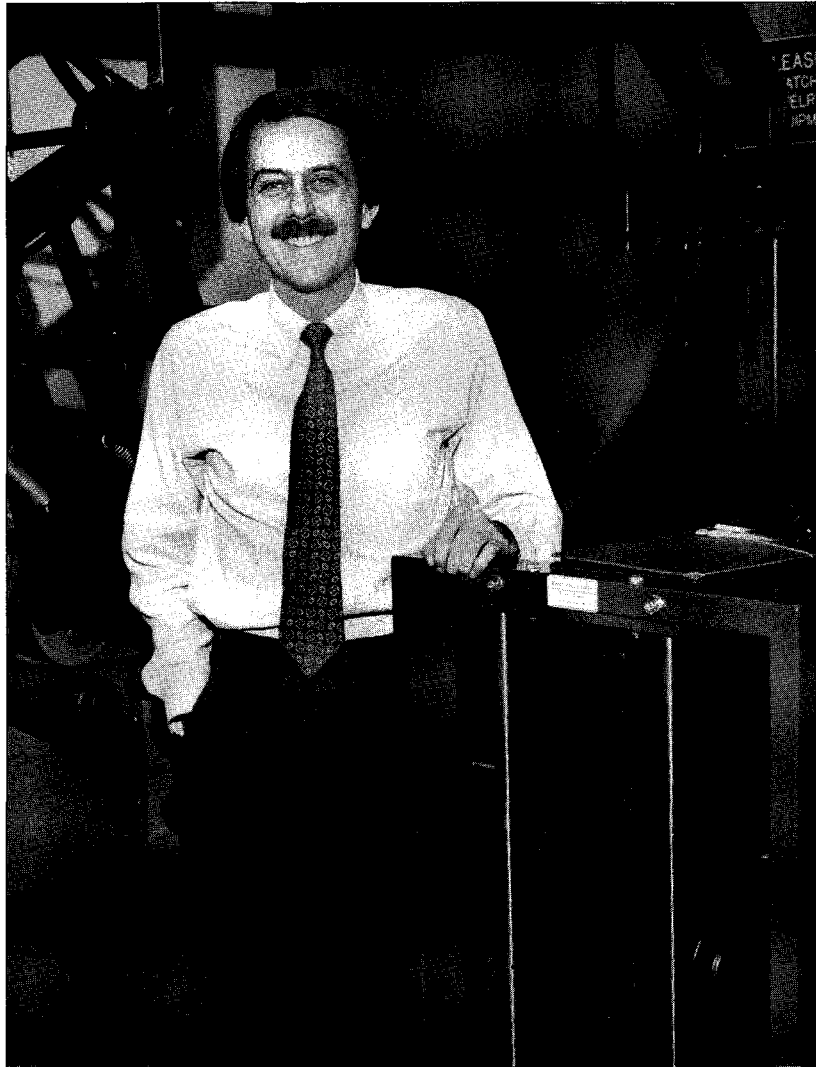
Christy Carl is the manager of Willamette Falls Health Center in Portland, Oregon. Ms. Carl has been a wellness and stress management consultant to business and individuals for over 10 years.

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# **A Time of Opportunity for the Employee Services Professional**



**An Interview with NESRA'S 1992 President,  
Scott Baker, CESRA**

**ESM: What do you enjoy in your spare time?**

**BAKER:** Like many of us, I wish I had more spare time, and am often being accused of spending too much of my spare time at work...I do enjoy working around the house renovating "My Olde House," keeping the pool clean for my daughter and her increasingly large group of friends during the summer, skiing, golf and in the past year, have rekindled an old hobby: I built a model railroad layout in the basement.

**ESM: How did you get involved in employee services and recreation?**

**BAKER:** That is a very interesting question, but one which I am very proud of. I really became involved in the field as a youth, participating in recreation programs at Eastman Kodak Company and as I grew older, at the YMCA. My Dad, an employee at Kodak, utilized their employee recreation programs on a regular basis and was actively involved in a volunteer leadership role both at Kodak and the YMCA.

My participation in YMCA programs, part-time employment and volunteerism really convinced me that I wanted to be in the "people business" and at that time in the field of recreation. Between the ages of 12 and 20, I worked at the Y in more capacities than I can remember, i.e., Day Camp Counselor, Receptionist, Lifeguard, Day Camp Director, GraY Leader, Custodian, etc. I guess I just loved what I did, and with the support of my Dad, and first professional mentor, Bill Hallett, from the YMCA, I decided to attend Springfield College and pursue a career in the YMCA. That experience exposed me to the humanics philosophy of the YMCA, but also the other opportunities within the field of recreation. In my junior year, I elected to participate in a one year Internship Program, and was fortunately selected by Xerox Corporation and their Recreation Services Organization in 1976. In the course of that year, I realized that my interest in the YMCA was significant, but real interest for the future was with the industrial or corporate sector of the field.

I returned to Springfield College in the Fall of 1977 and after spending six weeks reacclimating myself to college life, was offered a position at Xerox Corporation. I completed my undergraduate studies during my first year at Xerox, have been there ever since, and still believe it was one of the best opportunities and best decisions I have ever made.

**ESM: What are your responsibilities at Xerox?**

**BAKER:** I am currently the Manager of the Xerox Health, Fitness and Employee Services (XHFES) organization in the Rochester, New York metropolitan area. This organization provides programs and services in

the areas of employee services, recreation, physical fitness, health education and retiree services to all Rochester based employees (14,000), retirees and family members, and within all U.S. and Canadian field locations not supported by other XHFES operations. I am also responsible for the administration and coordination of the Xerox Recreation Association, Inc. financial operations in Rochester, New York, El Segundo, California and Stamford, Connecticut.

Our organization has three major employee services and health/fitness facilities in the Rochester area, including a 30,000 square foot Recreation and Fitness Center in Webster, New York, which includes a fitness center, Employee Services Office, gymnasium, racquetball courts, conference/training rooms, men's and women's locker rooms, and is situated on 60 acres of landscaped grounds which include four lighted softball fields, soccer fields, tennis courts and one mile jogging/walking trail.

**ESM: What are the reasons a company should sponsor an employee services and recreation program? Are these reasons the same during secure and insecure economic times?**

**BAKER:** This is one of the most frequent questions an employee services professional is asked and sometimes one of the very most difficult to answer in a quantitative fashion. Yes, there is some data which supports our organization's efforts in increasing productivity, decreasing absenteeism, enhancing retention, improving opportunities for recruitment and impacting employee satisfaction. Yet the most realistic rationale for supporting employee services programs has come from a host of CEO's and upper management when asked this very same question...*Because it is the right thing to do.* Our business directly supports each of our companies' number one objectives, customer satisfaction and employee satisfaction. Everything we do enhances our companies' number one asset...our fellow employees. I believe we support the basic values of American business today and we will be a key ingredient in the future as we strive to become increasingly more competitive and effective in meeting the challenges of society and business in the 90s.

So many of our peers in the profession are struggling with the economic environment of our corporations today. Although we have been through these situations before and will certainly face them again in the future, it is during these difficult times when our services to employees realize significant increases in participation, especially during a weak economy and employment reductions. We have survived the bad times in the past, and most times improve our position within the business structure. I honestly believe that we can survive, because we are an asset to our customers and are perceived as a

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real benefit to them. The differences today are that unlike our other benefits, employee services continues to give increasing service levels, impacting employee saving and enhancing the quality of life for every customer we serve. It is during those periods where we are asked as employees to contribute more to health care, accept smaller increases, assume greater responsibilities and weather the storm of the economy, that our business flourishes and, our customers and corporations realize just how important our services really are.

**ESM: What do you perceive is ES&R's "niche" in an organization? Part of human resources? Community relations/PR? Its own entity?**

**BAKER:** I strongly believe an employee services organization is most effective when it is a part of the corporation's services division or group. By services division I mean, those organizations which are purely in business to provide and administer services to and for employees.

However, within this structure, our employee services organizations must continue to utilize the philosophy of an employee association in order to manage the activities and services provided employees. The employee association allows our organizations to be even more effective and provides the opportunity to strengthen our position within the business.

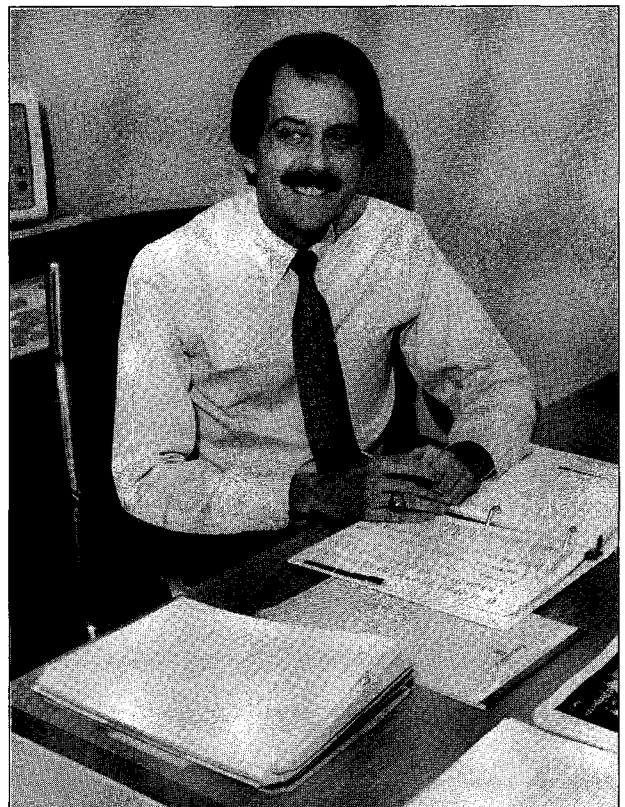
**ESM: How do you feel employee services and recreation should address the needs and interests of a changing workforce?**

**BAKER:** I believe that employee services' role can and will become more significant with the dramatic changes taking place in the workforce and society. However, we must remember that the changing workforce will impact our organizations much more dramatically than many of us think. The societal changes within the workforce are already impacting our corporations and the level and quality of the services we provide...and will continue to do so. We will be asked to meet these challenges in a business fashion to support the corporation's goals and be a significant force in improving employee satisfaction.

Quite frankly, I think the changes taking place in society and within the workforce (education, aging workforce, volunteerism, etc.) may prove to be the single most powerful rationale and opportunity for our organizations to experience growth and become an integral part of the corporation's human resources objectives. The employee services professional must be prepared to accept these challenges, think "out of the box" and look at the global role our organizations can play in meeting these dramatic changes.

**ESM: How do you feel ES&R helps balance work/family responsibilities?**

**BAKER:** A high quality, comprehensive employee services organization can provide a significant reduction in the barrier a corporation can create between work and family. Work and its definition are drastically different



today than it was when we were youths. It is not only that the employee must devote more time to their employer, but today's family has both parents working, each striving to meet their respective employer's requirements and maintaining the standard of living they want to provide their families. Employee services can certainly bridge this barrier by providing services for the family to participate in together, enhancing the family loyalty to the corporation, contributing to their quality of life and beginning to once again adopt the philosophy that the employees' family is as much a part of the corporation as is the employee.

**ESM:** What is your perception of the value of volunteering to serve on a NESRA committee? What advice would you give to encourage others to become involved in NESRA.

**BAKER:** Volunteerism has always been an important part of my life and I believe that it is an obligation for each of us to give our time and energy to those causes on a local or national level that need our support.

Volunteering on a NESRA Committee on a chapter, regional or national level is one of the most rewarding opportunities a member of the profession can experience. It is our opportunity to improve the profession, strengthen the association and make a difference by sharing your knowledge, views and ideas. I would urge everyone to become involved and contribute all you have to give.

**ESM:** You've attended over a dozen national and regional conferences. What does an experienced member like yourself gain from these conferences? On the other hand, what can a novice expect to learn?

**BAKER:** A NESRA National and/or Regional Conference and Exhibit is by far the ultimate opportunity. As an attendee, you will have the most educational experience one could imagine, networking, gaining insight on trends, solving problems which have already been faced and meeting those, our Associate Members, who help us do what we do...provide quality, cost effective and unique services, products and programs to our customers. For the first timer, be aggressive, get involved, ask every question and more importantly, feel a part of NESRA and know that you too are contributing to the profession, and have answers to questions and input on trends that other attendees will benefit from.

**ESM:** What ingredients are needed to put together a winning combination for NESRA?

**BAKER:** NESRA is the oldest human resources association in the nation and has built a remarkably strong foundation within the field of employee services and recreation, and has the respect of the other

associations representing the human resources field. As NESRA moves into the 90s, it must challenge itself to broaden the scope and perception of the field and those of us within this field. NESRA must also develop a new core of leaders, attracting the employee services members at the local level to volunteer and become a part of the process. NESRA is well positioned to become an integral part of the human resources profession as we work our way through the 90s and must continue to pursue those opportunities that will attract and serve the new employee services professionals of the future.

**ESM:** As the cliché states, "Hindsight is 20/20." What are some important things you have learned?

**BAKER:** I think Donny Conn said it best at the 1991 National Conference and Exhibit in Las Vegas, "Whatever you do in life, don't just involve yourself, you've got to commit yourself. Find what you do best and commit yourself." I believe that you must strive and push yourself to grow, if it's worth doing, then do it right and challenge yourself, be aggressive and take a risk, and don't forget to listen to those around you, it is our collective input that will make a difference.

**ESM:** What goals do you plan to accomplish during your Presidential term?

**BAKER:** My major objective in 1992 will be to begin the process of positioning NESRA and the employee services profession as an integral part of the human resources profession. I would like to see us redefine employee services and recreation, and begin to think much more globally as to what our organizations provide in services today and how we can position ourselves for those services we will provide in the future. Our organizations are so much more than we give ourselves credit for. We are not just the company picnic and softball team, these programs are just a small part of the Employee Services Profession. Our organizations provide health education (wellness), physical fitness, employee stores, discount services, service awards, food service, employee assistance, recycling, preretirement counseling, community service, dependent care, retiree services, non-job related education, and recreation to name a "few." I hope to emphasize our importance and professionalism and begin the process of capturing new service areas that our organizations can manage and administer, like retiree services, education, volunteerism and family programs and services.

I also plan to build on the significant accomplishments of the past administrations, and continue to work towards the objectives developed in the Strategic Long Range Plan. In 1991, Bob Pindroh and his Board of Directors began to take a very serious look at our future and what we need to aggressively move forward. I hope we can

continue to challenge ourselves and position the Employee Services Profession as a leader.

**ESM:** What do you see different in ES&R from when you started 14 years ago?

**BAKER:** My first reaction is...has it been that long! But seriously, I think we are seeing the scope of our profession grow dramatically, our image as a professional has improved and the respect we have as business people is now being realized. Demographically, the profession is no longer made up of just the full-time professionals, now the majority of the professionals in the field are multi-hatters and volunteers, more are women than men, and since 1977, our efforts are truly being viewed as a benefit. I think we have really come a long way.

**ESM:** What are your thoughts regarding retiree services?

**BAKER:** I believe that the aging workforce is a tremendous or "golden" business opportunity for employee services. By the year 2000, more people will be over the age of 55 than will be teenagers. For our organizations, supporting and providing services to our retiree population will become a necessity. This group of customers will be much younger than past retired populations and will expect a variety of services and programs to meet their needs. They are an invaluable resource, willing to be involved, volunteer and remain a part of the corporation that supported them and their families for so many years. It is my hope that in 1992, NESRA and the employee services profession aggressively develops services and programs designed for the retiree.

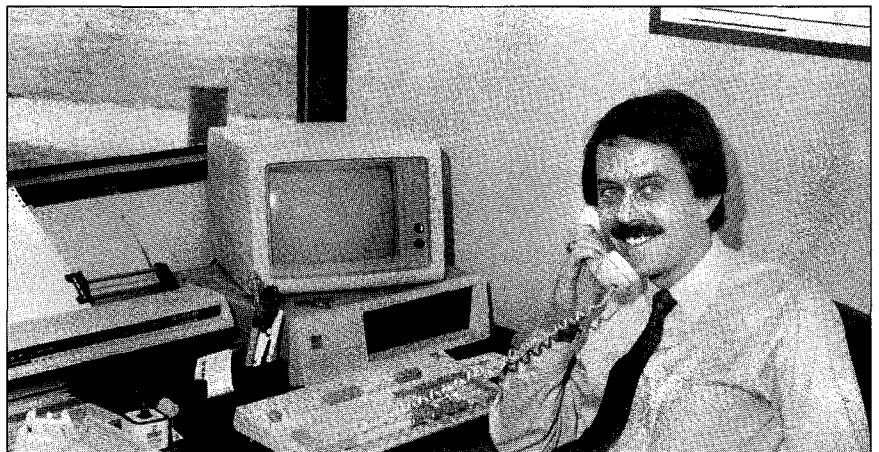
**ESM:** Xerox recently administered an employee needs assessment survey—can any conclusion be drawn of the results at this time?

**BAKER:** At present, the results from the Xerox Needs Assessment are being tabulated, but I can tell you that the response has been significantly better than we had expected. In the first week, nearly 25 percent of those surveyed had returned their completed Needs Assessment. It appears that we will exceed the planned return rate of 35 percent. This project is very unique. We sampled employees at Xerox locations in Los Angeles, California; Dallas, Texas; Leesburg, Virginia; Stamford, Connecticut; and Rochester, New York. Data

was gathered on the employees' assessment of the employee services we currently provide, how they face the many challenges in society today, and what they would like to see in the future from our organizations. Xerox hopes to share the results of this Needs Assessment with the NESRA membership early in 1992.

**ESM:** How have employees' interests changed over the past 14 years?

**BAKER:** In my opinion, the interest of employees has changed dramatically since I began at Xerox in 1977. I think they are much more informed as to what is available, they demand quality and exceptional service, and expect to save money when they participate in our services and programs. However, I think employees are also dissatisfied in their business environment. Most corporations are devoting a great deal of time and effort to improving employee satisfaction, being more open and honest, and affording employees more involvement in the decision-making process. I think the employee services organizations have and continue to support the corporation's efforts to improving employee satisfaction.



**ESM:** What lies ahead?

**BAKER:** I firmly believe that the *Employee Services Profession* has tremendous opportunities ahead, if, the Employee Services professional can think and create globally—beyond tomorrow; take advantage of the wide spectrum of interests and needs our customers have; provide the highest quality and most cost effective services possible; manage their organizations as a business and continue to strive for our number one goal, enhancing our Corporations' #1 asset...the employee! ☺

# Trends In Benefits

***Employers are moving toward offering flexible benefits to meet the needs of a diversified workforce.***



*by Linda Tornburg*

**T**he history of employer-provided benefits within the United States is a story of increasingly innovative programs, complicated legislation and attempts by both the federal and state governments to help enhance the lifestyles of workers. Employers have become increasingly enlightened since pensions were established for war veterans in 1818. In 1991, employees have more

employer-provided benefits than at any previous time in the United States. But the cost of benefits at a time when many companies are trying to be more competitive in a global market is causing large employers, who traditionally offered the best benefits, to rethink their benefits packages. As the costs of health care continue to accelerate alarmingly, companies are looking for ways to

tailor benefits to the individual while holding down costs. This trend incorporates the employer's recognition that good benefits are necessary to attract the best workers in a labor market producing fewer younger workers, and meets the employer's concerns about the bottom line.

## Meeting a Variety of Needs

One of the most popular ways to tailor benefits to individual's needs is the cafeteria style benefits plan. Employers that have implemented cafeteria plans offer employees a menu of benefits to choose from. Employers spend a fixed amount of money for benefits and employees choose those which have the most value for them. The cafeteria plan is especially valuable for families where both partners work. At almost three fourths of the companies that offer such plans, employees can waive their medical coverage if they are covered by a spouse's plan, and choose richer benefits in other areas. Because health care represents a significant portion of the amount employers pay in benefits, an individual who is covered by a spouse's policy can have a very rich benefits plan if health care is excluded.

Cafeteria benefits plans are designed to provide the types of benefits employees need at the stages of their lives that they need them most. The Conference Board, a national organization which studies corporate policy, has identified eight possible stages during the life cycle of an employee. These are: The new worker; the recently married worker; the worker dealing with pregnancy and adoption; the worker experiencing child rearing; the recently divorced worker; the worker concerned with eldercare for parents or other relatives; the worker at retirement; and the worker at death. Components of a typical cafeteria plan include such things as childcare, counseling, flexible hours, long-term care insurance, life insurance, relocation help, and numerous variations in health care insurance.

Some employers have added a flexible spending account as part of their cafeteria plan. With this program, employees elect to have a certain amount of money taken from their paychecks to fund health care insurance, life and disability insurance, unreimbursed medical expenses, or dependent care. This money is deducted before taxes, making the employee's dollars go further. Employees need to plan well, however, because any money which remains in the employee's account at the end of the year may be forfeited.

A recent survey by the consulting firm of Hewitt Associates found more than half of those companies that started a cafeteria program in 1990 said increasing employee understanding of benefits was a key objective. The survey also found that employers implement such plans to control costs, especially medical costs.

## Health Benefits

Employers who look at total benefit costs usually find the costs associated with health care insurance are by far the most expensive benefits a company provides. Many companies are attempting to control these costs through avenues other than cafeteria plans. Wellness programs are one such avenue. Although not a new idea, wellness programs have gained popularity over the past few years, as employers realize that healthy employees will cost fewer dollars in health care related expenses and also will be more productive.

According to wellness expert Larry Chapman, wellness programs are "organized programs intended to assist employees and their family members in making voluntary behavior changes which reduce their health risks and enhance their ability to perform." They may include such aspects as communicating health facts through wellness newsletters or tips in payroll envelopes; such health management activities as health and fitness testing, cholesterol monitoring, and a benefit advice line; and such group activities as smoking cessation classes, weight loss competition, walking clubs, aerobics sessions, and wellness contests. Chapman is in favor of those programs which are structured to provide positive incentives for staying healthy, such as bonus points for losing weight or quitting smoking, that go into a benefits account and may be used for time off or other rewards. He prefers these to measures which punish employees for harmful behavior, such as increased health insurance copayments for smokers. The latter, Chapman says, are not nearly so effective in changing behavior and tend to produce hostility in those they are directed against.

Similar to wellness programs in some respects, because they also try to focus on preventing illness and increasing productive behavior, are Employee Assistance Programs, which offer various mental health counseling options. EAPs became popular in the 1980s, as companies realized that many of their employees needed help with marital troubles, addiction, and grief and trauma. Once again, considerations of productivity and reduced medical costs enter the picture. Larger companies that have seen a trend toward drug or alcohol addiction in certain segments of their workforce have begun programs that not only treat addiction, but change the corporate culture and the culture of fellow workers. For example, a council of the Teamsters Union in California has formed a "Teamsters' Assistance Program," with a formal board of directors composed of both management and union representatives. The board oversees programs that aim for early awareness among employees and family members of addiction's signs, comprehensive referral policies to get addicted individuals into treatment as soon as possible, and a host of fellowship activities and volunteer support services. Previously addicted Teamsters volunteer to help those in treatment or recently out of

treatment through informal counseling and organized support groups. A similar program at Ford Motor Company is the result of a managed health care agreement between Ford and the United Auto Workers (UAW). Carefully structured committees of union and management representatives determined the type of mental health benefits to be offered, hand-picked case delivery and referral managers—consultants that review the needs of workers and put them in touch with appropriate providers—and designed a great deal of flexibility for individual treatment. Ford and UAW also use volunteers to provide support for recovering addicts.

## Long-Term Care Insurance

The baby boom generation is contemplating its retirement and the aging process. Coupled with the increase in health care costs, the future aging of this generation and the possibility of caring for aged parents who will live longer than their parents have forced employers to begin designing long-term care benefits. Preston Townley, president and CEO of the Conference Board, has predicted that long-term medical care will be the fastest growing benefit in U.S. companies during the 1990s. More than 153 employer-sponsored long-term care plans were in existence in the spring of 1991, most of them started in 1990 or later. Among them is a plan for the retirees of Chevron Corporation, which was started at the request of a Chevron retirees group. The plan addresses long-term care for such daily functions as dressing, eating and bathing. Under the Chevron plan, retired workers can choose insurance for nursing home care and home care. The program covers retirees, surviving spouses and the spouses of surviving spouses. The maximum benefit is five years of daily coverage or 12 years of home health care three days a week. Participants can choose the amount of coverage they require.

The Chevron program is only available to retired workers, and the company does not contribute to the premiums. The advantage to the participants is in the insurance being easily available and offered at group rates. Other employers have chosen programs for their employees as well as their retired populations, and some insurers are starting to offer comprehensive packages. CIGNA Corporation announced a program in October of 1990 which is available to active employees and retirees and the spouses of both groups. Under the CIGNA plan, applicants can choose from several levels for benefit payments, with built in inflation protection for the cost of care. Premiums are based on age at enrollment and are fully employee or retiree paid.

## Retirement Benefits

The trend of making employees themselves responsible for these costs is partially attributable to a new ruling by a federal body which monitors company financial statements. The Financial Accounting Standards Board (FASB) has ruled that companies must show the cost of retiree health care benefits promised employees as expenses as they are accrued, not when these expenses are paid, or when employees retire. According to Dave Dresner, National Director of the New York office of the accounting firm of Deloitte & Touche, this rule "will have significant effects on the financial statements of those employers (who offer this type of benefit) and could directly affect their ability to generate additional equity capital, borrow money or satisfy existing debt obligations." Already, some larger companies have shown a huge one-time loss on their financial statements to accommodate the FASB ruling. Other companies will show the costs more gradually.

As a result of the FASB ruling, many companies are designing retiree health care programs differently these days. Chrysler Corporation, which had a \$300 million health care expense for retirees in 1990, would have to reflect three times that much in 1991, if the company was to show this liability on the financial statement. As a result of the changed FASB rules and because the company cannot continue to cover as much of retiree health care costs as in the past when costs were substantially less, Chrysler has revamped its retiree health care benefits plans. The Chrysler approach makes use of credits for age and service, a savings plan where employees can begin planning for their retiree health care, and matching contributions by the company. While retirees are not forced to switch to the new plan, those who do so will be rewarded with cost of living increases for pensions. For active employees, Chrysler will match as much as \$.60 for every one dollar that an employee saves for retiree health care needs.

Life insurance companies, responding to the need for additional monies, have begun offering group life insurance policies with "living benefits" riders. Terminally ill or critically ill individuals confined to a nursing home may collect an advance payment on death benefits to help them cover long-term care and other heavy medical costs. According to Hewitt Associates, some employers are considering these programs to help employees finance their long-term care needs.

Retirement pensions have changed in character too. Because the average employee now has 10 or 12 jobs in a lifetime, as opposed to the two or three of 20 years ago, traditional defined benefit pensions in which the employer promises a certain benefit at retirement, regardless of the cost, are no longer quite so popular. These programs are not portable; that is, the young

worker who changes jobs many times will not accrue much of a pension under this type of system. However, under a defined contribution system, the young worker does very well. The most popular and best known defined contribution plans are 401Ks, in which the employee may save a certain percentage of his or her income, and the employer will make a matching contribution. Such plans are popular because employees take what is accrued when they leave, and can roll the money over into an Individual Retirement Account. The danger in such plans is that the employee will not roll the money over but will choose to pay the tax penalty associated with spending the money, and will have nothing for retirement. Defined contribution programs also have been criticized because they are voluntary savings plans, and those who choose not to participate are often those who will need the money most in retirement. Because of new federal rules governing such plans as 401Ks, employers who wish to obtain good tax advantages for their employees must offer three choices for investment in savings plans. The risk of investment is transferred from the employer, who guaranteed a certain dollar retirement benefit in the defined benefit plan, to the employee, who is responsible for monitoring the performance of the fund in which he or she chooses to place their money.

The trend toward greater responsibility for the employee's retirement future, and the greater number of choices in how an employee can save through company plans, has led many companies to offer financial planning seminars. The Conference Board recently issued a report which states that the trend in the future will be for employees to take even more responsibility for their financial futures. New software programs allow employees to plug in their own unique financial circumstances and learn how much they will save under company plans. One of the gravest dangers employees face in planning for retirement is underestimating the amount of inflation and therefore not saving enough money. These benefit packages illustrate the effect of differing economic scenarios on employee savings.

## Work and Family Benefits

As women play increasingly important roles in the workplace, employers have been forced to design more flexible work hours for all workers, who are now sharing the child rearing responsibilities more equally. Certain industries have been pioneers in providing on-site or easily accessible day care for workers. Such centers are especially prevalent in the health care fields, which traditionally have employed large numbers of women. On a variation of this theme, the Stride Rite company last year opened its on-site eldercare center, where workers can bring their elderly dependents. Other companies have paid more attention to providing information and

counseling about the care of older adults, as the baby boom generation increasingly finds itself caught in a "sandwich" between caring for parents and children.

Along with the emphasis on day care and eldercare resource and referral is the concept of flexiplace. Flexiplace means that employers are more willing to accommodate the needs of individuals for flexible work schedules. Some companies have set aside a certain amount of time employees can take for personal business on a daily or weekly basis. Others have extended the job sharing concept to include jobs that were traditionally thought of as full-time employment for single employees. Many employers are more willing to let employees work out of their homes. With the advent of sophisticated computer networks, this is logistically easier, and the employer often reaps the advantage in terms of added available workspace at the office and greater employee productivity because of fewer interruptions. AT&T, which has a stake in the success of such programs, has been one of the leaders in designing telecommuting programs for its workers.

In Southern California and in Phoenix, local regulations mandate that employers get a certain number of worker's cars off the roadways within a specified period of time or pay large fines. Not surprisingly, telecommuting is one method looked at for doing this. Others include providing van pools for employees, holding transportation fairs where employees can explore alternative transportation options, and subsidizing public transportation ridership rather than providing free parking. Transportation experts say this trend will spread to the rest of the United States as municipalities look for ways to clean up their air and reduce traffic congestion.

## Conclusion

The trend in employee benefits over the past 20 years has been toward employer involvement in most aspects of the employee's life. Whether employers have responded because of local, regional, state or federal mandates, because they have felt the need to offer competitive benefits, or because they are trying to enhance worker productivity, the U.S. worker at the larger company has been offered a cornucopia of benefits. The small employer has a harder time matching these benefits, and often is burdened by regulations and mandates which are difficult to meet. But as the cost of benefits increases and U.S. productivity, as compared to the rest of the world continues to decline, workers at big and small companies may find that their employers ask them to share more of the costs, and to make more choices among those benefits that are offered.



*Linda Thornburg is a freelance writer specializing in health and workplace issues. She can be reached at (703) 751-5731.*

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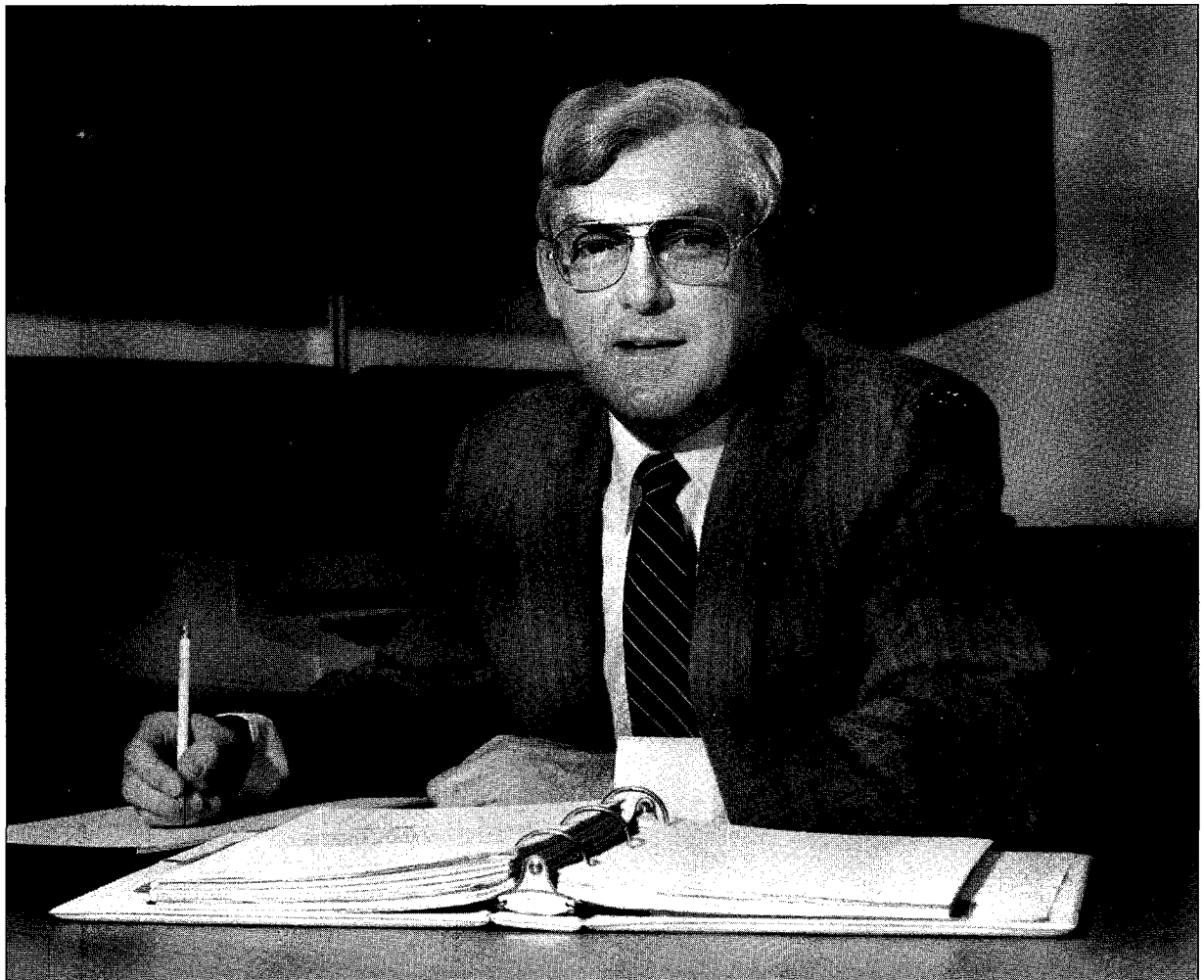
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# Member Success Profile

*Jim Alexander, CESRA, Chapter development advisor for NESRA, enjoys working with employee services and recreation, talking about the profession, creating specific programs, and then carrying them out. As a retiree involved in a variety of volunteer organizations, Jim has a vast array of experience to offer NESRA. Jim shares his thoughts on being involved in NESRA and on being a retiree.*



**H**ello and thank you for inviting me to ESM. Let me tell you a little about my career. Following post high school time at the U.S. Coast Guard Academy, a two-year tour with the U.S. Army during the Korean conflict, several years with professional theater and arena operations, and a B.S. in Business Administration from Temple University in Philadelphia, I finally settled down with McNeil Laboratories, a pharmaceutical business in suburban Philadelphia.

Early years with McNeil were in sales analysis and sales administration. Midway through my 25 years I began forming an employee communications and services department by volunteering to edit several employee publications. Over the next few years, I developed a group travel and discount tickets program and was assigned audio-visual operations, service award banquets, family day picnics, sport programs, food service, the employee store, and the Johnson & Johnson Live for Life fitness program (McNeil is a part of J&J). I was administering all of these functions when I retired.

Luckily for me, the timing was right for business and personal reasons to elect early retirement five years ago. And I actually made the transition overnight, thanks to my busy and active lifestyle, which didn't allow me to slow down.

Retired persons at any age must be able to fill their days with activity, whether physical, mental, business, volunteer, hobby, religious, family, service, domestic, or whatever. The person whose life was only job/work focused may have problems adjusting at retirement, unless transition plans have been developed and personal interests explored.

I stayed involved with my company after I retired. After closing the door on my 9-5 office routine, I incorporated myself as a consultant in the field of employee recreation and services and performed some volunteer work with my company. Within a year, they and a sister company asked me to take over their separate group travel programs. I merged the two programs into one, developed a simple contract based on an annual fee, and have been experiencing good success with 30-40 trips per year for four years now.

I also have administered their employee photo contest, worked on the service awards banquet and am the volunteer president of the retiree club which plans a year-long calendar of activities.

*I would encourage  
NESRA and the individual  
chapters to  
accommodate and  
take advantage of  
retirees from the  
recreation field who  
wish to maintain a  
relationship and offer  
their experience to  
others in the field.*

## NESRA Involvement

What keeps me involved in NESRA? Again, I have been fortunate. I enjoy working with employee services and recreation, especially talking about the profession, and creating specific programs and then carrying them out. I feel that I have experience to offer NESRA in a variety of areas. Having founded the Philadelphia Association for Employee Recreation & Services, Inc. (PHIL/AERS) seven years ago, after several years of urging by NESRA Executive Director Pat Stinson, and then having available time, I was asked to become the Chapter Development Advisor for NESRA. And it has been a great five years in this capacity, developing and helping committees in Newark, NJ, Hartford, CT, York, PA, Atlanta, GA, Orlando, FL, Tampa, FL, and now in Baltimore, MD, create their active and dynamic chapters.

Working with the editors of *Employee Services Management* has also been enjoyable, as I call upon my years as an employee communication manager/editor. Working with Ken Cammarata, NESRA director of member services, in the NESRA exhibit booth at a variety of association shows has given me a wonderful opportunity to share the NESRA story with many people.

Quite simply, employees who feel good about their employer are more productive, regardless of how this is measured or perceived. An employer who provides those nonnegotiated benefits grouped under the label of employee recreation or employee services will realize the results. I also believe that enlightened employers who offer such services have a definite advantage in the recruiting market; persons looking to make a change are favorably impressed by these advantages, all else being equal. Enhancing the quality of worklife is not a burden, is not just a responsibility, but is an exciting opportunity to which we all can contribute through our assignments.

One of my greatest contributions to the profession would have to be as the executive director of PHIL/AERS, working with the Board of Directors and carrying out a variety of administrative responsibilities daily, as well as offering counsel and advice. I produce the monthly newsletter and mailing to members and prospects, produce our annual membership directory and associate advertising catalog, administer several mail-order discount ticket programs, act as the communication center for chapter business, and develop programs

assigned by the Board. We have won an award each year the NESRA Chapter Merit Award has been in effect.

I would encourage NESRA and the individual chapters to accommodate and take advantage of retirees from the recreation field who wish to maintain a relationship and offer their experience to others in the field. This may take the form of a special membership category, but would be worth the effort.

## Community Involvement

In addition to the recreation field, my life is an active blend of involvement and work in community theatre, town civics, my family of three grown children, and my church.

Theatre is my avocation, as participant and spectator. I spent several years as a professional theater manager, have been a theater critic, and have been working in community theatre since high school. I have been a member of my home group for 40+ years and have directed 23 shows in the past 11 years. I also am pleased to report that I was recently elected president of the New Jersey Theatre League, an association of community theater groups, and was the director of the 1991 winning entry in the annual statewide drama festival.

This summer I took a week-long course in crisis management for volunteer work with my area Presbytery of the Presbyterian Church USA, on-call for local churches with conflict situations. And I am on the Session of my home church. I have been on the Board of Trustees of our town library for 24 years, the last 15 as president. And oh yes, I hope to finish painting the outside of my turn-of-the-century home by next spring; so far a two-year project.

There are benefits of serving as a volunteer for various organizations. I believe that a major attraction for many people working in employee recreation is the variety of projects and activities that can be involved, from group travel to banquets, team sports, picnics, fitness, discount programs, service and volunteer projects, and more. I have carried this style into my post 9 to 5 life with a variety of activities that more than occupy my time. For me such a mix adds tremendous fun, excitement and satisfaction to my routine, providing opportunities to focus and concentrate as needs and wishes require.

A major disadvantage for me is that I can overextend myself by not saying "no" to myself, and to others. Deadlines play an important part in my schedule, and they tend to cause

some anxiety and concern. But these are my own doing and require self-discipline.

## A Typical Day

Due to the variety in my life, I'm not certain there is a typical day. Following trips to my Post Office boxes and banks, a day can find me answering a pile of business and volunteer mail, then writing one of several newsletters, or preparing a PHIL/AERS mailing, or arranging by phone some employee trips, preparing publicity materials, taking reservations over the phone, or otherwise being a business person.

Nice weather may find me working in my yard or on my ladders scraping and painting my house, from an all-white Colonial Revival into a multicolored Victorian. Or maybe just sitting in the backyard reading and dreaming.

Many evenings are spent working as a director with my theater group, rehearsing the actors for a seven-week period. Volunteer meetings seem to occupy a lot of time also. Weekends are an extension of volunteer activities. And you may find me at my desk or typewriter any time of the day, evening or weekend.

## On Retirement

I'm not certain that my retirement is typical, as I elected to retire at an early age, and as a result am responsible for my own economic situation. However, I have never had a moment of doubt or uncertainty about my decision. As you have gathered, the variety in my life is the fuel that fires my engine. I enjoy being my own boss and being able to structure my time. Yes, economics can play a serious part in a situation when a regular living income is eliminated/reduced. This requires careful study and planning, before and during retirement, and may be the most critical aspect at this time of one's life.

I would advise others who are nearing retirement to read everything you can about retirement. Take advantage of everything your company may offer on preretirement. Plan ahead financially and activity-wise. Test and develop your personal interests and hobbies for that time when you will have time for them.

All of the material I have read these past years about retirement is right on the mark in attempting to encourage people to prepare for this major change of direction. Don't ignore this help. It's a wonderful life—after work!

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burden, is not just a  
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an exciting opportunity  
to which we all can  
contribute through  
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# NESRA's 1992 Buyer's Guide and Services Directory

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Read through the *Buyer's Guide* to see what is available to you and your employees. Then, call your National Associates to receive more information about their products/services. To serve as a quick reference, the directory is broken down into these 11 categories:

- Awards/Recognition Gifts
- Family Entertainment/Attractions
- Fitness Equipment/Facilities/Services
- Hotels/Resorts
- Merchandise Discounts/Fund-Raising Programs
- Photofinishing
- Specialty Services
- Sporting Goods/Fitness Information
- Sportswear
- Travel: Cruise Lines/Airlines
- Travel Information/Agencies/Visitors' Bureaus

Keep this issue of ESM throughout the year and use it as a resource when offering discounts, planning employee activities and ordering employee store merchandise. Share these discounts with your organization's employees.

As NESRA gains more National Associate Members, their products and services will be printed in every other issue of ESM in the "Buyer's Guide Update" department. Collect the "Buyer's Guide Update" pages and file them with this issue for your easy reference throughout the year.

The National Associate Members have joined to serve you. Use their products and services as often as possible!

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Group Discount Attractions are licensed theatre party and group sales agents for Broadway theatre, off-Broadway theatre, Radio City Music Hall, Lincoln Center. Producers very often discount tickets to groups of 20 or more for such productions as "Les Miserables," "Cats," "City of Angels," "Grand Hotel". Luncheons as well as tours of New York City can be arranged.

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P.O. Box 8  
Long Beach, CA 90801  
(213) 499-1629  
Contact: Sue O'Shea

Queen Mary & Spruce Goose Voyager Club offers members \$3 off admission, a 20 percent discount on Hotel Queen Mary lodgings and a 10 percent savings at selected merchandise and food locations. Also available are company "Seaside Picnics" and discount group tickets.

**SAN DIEGO ZOO**  
**SAN DIEGO WILD ANIMAL PARK**  
P.O. Box 551  
San Diego, CA 92112-0551  
(619) 557-3966  
Contact: Mary Lou B. Antista

Zoofari Club membership available. Includes club card, discount ticket programs, catered events for up to 10,000, behind-the-scenes tours and more. At the Zoo, see the new Gorilla Tropics. At the Park, see wildlife

preservation in action with conservation as a primary goal.

**SHEAR MADNESS**  
National Sales Office  
74 Warrenton St.  
Boston, MA 02116  
(800) 992-9035  
(617) 451-0195  
Contact: Janis B. James

Shear Madness is THE side-splitting comedy whodunit that lets the audience play armchair detective, delighting audiences in Boston, Chicago, Washington D.C. and Kansas City. Generous group discounts are available. Now booking through 1992!

**STEAMBOAT CASINO CRUISES**  
1833 State St.  
Bettendorf, IA 52722  
(800) 448-7450  
Contact: Julee Pearce

Enjoy casino gambling on our new 1,000 passenger authentic paddlewheelers with hundreds of slots, blackjack and dice tables. Cruises range from 2 1/2 - 4 hrs., and offer continuous entertainment in our lounge, buffets prepared on board by our gourmet chefs and beautiful views of majestic bluffs. "The Diamond Lady" sails out of Bettendorf, IA, from Steamboat Landing, a one mile long Mississippi riverfront development, the site of a new Factory Outlet Mall and RV park. "The Emerald Lady" sails out of Ft. Madison, Burlington & Keokuk, IA.

**UNIVERSAL STUDIOS FLORIDA**  
1000 Universal Studios Plaza  
Orlando, FL 32819  
(407) 363-8214  
Contact: Randy Gerber

The Universal Studios Florida FAN CLUB is an exciting new program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

**UNIVERSAL STUDIOS HOLLYWOOD**  
100 Universal City Plaza  
Universal City, CA 91608  
(818) 777-3791  
Contact: Sandra Spivey

Members of our Fan Club will receive park admission discounts and will find savings on

hotels, merchandise and restaurants at Universal Studios Hollywood as well as discounts on Hertz Rental Cars and Norwegian Cruise Lines. We'll show you and your employees what the star treatment is all about.

#### **WALT DISNEY'S MAGIC KINGDOM CLUB**

P.O. Box 4489  
Anaheim, CA 92803  
(714) 490-3200  
Contact: Lisa Hiatt

The Magic Kingdom Club offers a variety of Disney leisure benefits and programs at Disneyland, Walt Disney World, Euro Disney Resort, and Tokyo Disneyland to employees of more than 40,000 participating organizations throughout the U.S., Canada, Mexico, Europe and the Orient.

#### **WET'N WILD FLORIDA, INC.**

6200 International Dr.  
Orlando, FL 32819  
(407) 351-1800  
Contact: Niki Karr

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington, TX; offering a \$3.00 Sun'n Surf Club discount to NESRA members at all locations.

#### **WILDWATER, LTD.—GREAT RIVERS OF THE EAST**

Rt. 903  
Jim Thorpe, PA 18229  
(800) 828-7238  
Contact: Jim Greiner  
Jack McGahan

A consortium of whitewater rafting companies offering trips on more than 20 rivers in the eastern U.S., from the Canadian border through Georgia. NESRA discounts available.

#### **WISCONSIN DELLS VACATION 20% SAVINGS CLUB**

560 Wisconsin Dells Pkwy.  
Wisconsin Dells, WI 53965  
(608) 254-2525  
Contact: Kristi Meister

## **FITNESS EQUIPMENT/FACILITIES/SERVICES**

#### **MUSCO SPORTS-LIGHTING, INC.**

100 1st Ave. W.  
P.O. Box 808  
Oskaloosa, IA 52577  
(515) 673-0411  
(800) 825-6030  
Contact: Marketing Services

Musco Sports-Lighting offers a total lighting system for recreation and athletic fields. Musco's factory-engineered package is designed to provide energy efficiency without sacrificing light levels. A Musco system lowers life cycle operating and maintenance costs.

#### **WRS GROUP-HEALTH EDCO DIVISION**

5045 Franklin Ave.  
Waco, TX 76710-6919  
(817) 776-6461  
Contact: Dona Puckett

WRS Group-Health Edco Division is a health education company that helps people change their lifestyles to promote better health with innovative approaches to achieving this goal. Celebrating its 27th anniversary in 1992, Health Edco provides products to schools, hospitals and the workplace.

## **HOTELS/RESORTS**

#### **ASTRODOMAIN HOTELS**

8686 Kirby Dr.  
Houston, TX 77054-2804  
(713) 748-3221  
Contact: Katy Gordin

Houston's Astrodomain consists of the newly "transformed" 600-room Sheraton and the 235-room highrise Holiday Inn surrounding the famous sports/entertainment complex and adjacent to Six Flags' Astroworld Theme Park. We offer a variety of accommodations and activities for all ages.

#### **BEST WESTERN MARDI GRAS**

3500 Paradise Rd.  
Las Vegas, NV 89109  
(702) 731-2020  
(800) 634-6501  
Contact: Mary Jo LeClaire

The Best Western Mardi Gras is conveniently located three blocks from "the strip," one block from the convention center, 10 minutes from the airport. Each of our mini-suites features a spacious living room, wet bar, refrigerator and complimentary in-room coffee. A restaurant and lounge, mini-casino, swimming pool, spa, video games, beauty salon and a gift shop are located on premises. Free shuttle service is available.

#### **BEST WESTERN MILFORD PLAZA HOTEL**

270 W. 45th St.  
New York, NY 10036  
(212) 869-3600  
Contact: Paul Seegitz

Preferred corporate rates for NESRA members: \$88 single occupancy; \$99 double occupancy, along with complimentary continental breakfast and upgraded guest rooms.

#### **BEST WESTERN PLAZA INT'L.**

8738 International Dr.  
Orlando, FL 32819  
(407) 345-8195  
Contact: Cathy Shelton

The Golden Passport entitles your employees to a 20 percent savings on accommodations in peak season and 40 percent off during low season. Free upgrades when available and discounts for area attractions and restaurants. Passports available through personnel office.

#### **BEST WESTERN SEVEN SEAS**

411 Hotel Circle So.  
San Diego, CA 92108  
(619) 291-1300  
Contact: Judy Di Pietro

The largest Best Western in San Diego, a full-service hotel, offers a special "NESRA coupon" which includes deluxe room with in-room coffee, complimentary airport shuttle on availability, free local calls, heated pool, two spas, coffee shop, restaurant, and lounge. Sea World, San Diego Zoo and Wild Animal Park and shopping nearby.

#### **CHOICE HOTELS INT'L.**

10750 Columbia Pk.  
Silver Spring, MD 20901  
(800) 4-CHOICE

**Contact: Ralph L. Bernstein**  
**Jill Brenner**

**Choice Hotels Int'l is the largest franchised hotel chain in the world. CHI is made up of Sleep, Comfort, Quality, Clarion, Rodeway, Econo Lodge and Friendship Inns. Choice offers a 10 percent discount to NESRA members on advance reservations at participating hotels.**

**COMFORT SUITES SAND LAKE**  
9350 Turkey Lake Rd.  
Orlando, FL 32819  
(407) 351-5050  
Contact: Patricia K. Patton

This property offers 215 one-room suites with microwaves and refrigerators. Large pool, children's pool, whirlpool, playground. Mini-convenience store on property. Four miles to Walt Disney World, three miles to Universal Studios, Golf and Sea World 1 1/2—2 miles away.

**DAYS INN ANAHEIM/FULLERTON**  
1500 S. Raymond Ave.  
Fullerton, CA 92631  
(714) 635-9000  
Contact: Lisa Avila

The Days Inn Anaheim/Fullerton is a newly renovated, 250-room property surrounding a California style courtyard with gazebo. It offers dining in Ruby Begonia's Restaurant and Lounge, hot delicious meals in the Valencia Cafe, and 10,000 sq. ft. of meeting and banquet space. NESRA members receive a 50 percent discount off guest room rates.

**DAYS INN/DAYS SUITES—EAST OF MAGIC KINGDOM AND EPCOT**  
5820 W. Irlo Bronson Hwy.  
Kissimmee, FL 34746  
(800) 445-3297  
(407) 396-7900  
Contact: Nancy Sellers  
Yamile Rivera

Located two and a half miles from the entrance to the Magic Kingdom, the newly renovated Days Suites offers 604 three-room suites accommodating six persons comfortably, with full-size kitchens. Days Inn has 404 standard rooms each with two double beds. NESRA members are offered discount rates: \$50-\$80 at Days Suites and \$39-\$59 at Days Inn. Subject to availability.

**DAYTONA BEACH MARRIOTT**  
100 N. Atlantic Ave.

Daytona Beach, FL 32118-4213  
(904) 254-8200, ext. 362  
Contact: Carol Waterman

Daytona Beach Marriott offers 402 oceanfront rooms and suites for a \$69 rate based on availability.

**DOUBLETREE HOTELS**  
2000 14th St. N., Suite 780  
Arlington, VA 22201  
(703) 524-2206  
Contact: Jacqueline Swinney

Doubletree Hotels consist of 60 hotels across the U.S. with full cooked-to-order breakfast, hosted director's reception, late-night snacks, all included in room rates. Meeting rooms are available to accommodate eight to 60 people. Special weekend and meeting packages are also available. Call for details.

**THE ENCLAVE SUITES AT ORLANDO**  
6165 Carrier Dr.  
Orlando, FL 32819  
(407) 351-1155  
Contact: Diane C. Murphy

**The Enclave is a 321-room all-suite property consisting of studio and two bedroom/two bath suites accommodating up to six. All suites feature fully equipped kitchens and private balconies. A complimentary upscale continental buffet is provided daily, and children, 11 and under, eat lunch and dinner free. Convenient location to all attractions, shopping, golf and the airport. NESRA members receive a year round 25 percent discount.**

**THE FENWICK INN**  
13801 Coastal Hwy.  
Ocean City, MD 21842  
(301) 250-1100  
Contact: Ellen Trader

Located one block from the ocean, this 200-room resort hotel offers a rooftop restaurant and lounge, indoor pool and hot tub, and meeting and banquet facilities for up to 350.

**FOURWINDS RESORT & MARINA**  
P.O. Box 160  
Bloomington, IN 47402  
(812) 824-9904  
Contact: Reservations

This 126-room resort on Lake Monroe in the Hoosier National Forest offers on-site dining and lounges; indoor/outdoor pool; tennis;

indoor and outdoor whirlpool; sauna; weight room; fitness trail; mini-golf; boat rental; etc. Eighteen-hole PGA golf 1-2 miles away. Discounted room rates: \$59 per room (April-Oct.) \$39 per room (Nov.-March) plus tax. Subject to availability and excludes special event dates.

**GOLDEN TULIP LAS PALMAS HOTEL**  
6233 International Dr.  
Orlando, FL 32819  
(800) 327-2114  
Contact: Carol Correia

Golden Tulip Las Palmas Hotel offers 262-rooms on Int'l. Dr. 10 min. from Disney World. Heated swimming pool, TV, lounge, restaurant, banquet facilities, 1-1/2 miles to outlet shopping mall. Year-round NESRA discount rate: \$49.

**HEAVENLY SKI RESORT**  
P.O. Box 2180  
Stateline, NV 89448-2180  
(916) 541-1330  
Contact: Lisa A. Dolinar

Heavenly Ski Resort, located in South Lake Tahoe, CA, offers individuals four nights lodging and four days skiing starting at \$192 per person. In our Northern CA market we offer groups of 35-46 a bus package including transportation and lift tickets for \$45 out of Sacramento Valley and \$56 out of the Bay Area.

**HILTON INN GATEWAY**  
7470 W. Irlo Bronson Hwy.  
Kissimmee, FL 34746  
(800) 327-9170  
(407) 396-4400  
Contact: Christina M. Mora

The Hilton Inn Gateway is ideally located one mile from the main entrance to the Walt Disney World Resort Complex and only minutes away from most major attractions. The hotel features two pools, 18-hole putting green, restaurant, lounge, deli, gazebo pool bar, health/fitness room, basketball, shuffleboard and table-tennis. Grand eight-story tower premiering in Feb. 1992, all rooms with microwaves and refrigerators. Special NESRA discounts available.

**HOLIDAY INN BUENA PARK**  
7000 Beach Blvd.  
Buena Park, CA 90620  
(800) 522-7006  
(714) 522-7000  
Contact: Lora Young

Located in the Disneyland Park and Knott's Berry Farm area, Holiday Inn Buena Park

offers a \$50 plus tax room rate for a single through quad. Complimentary shuttle to area attractions. Restaurant, lounge, heated swimming pool, spa. Subject to availability. Offer good until 12/31/92. Ask for the NESRA rate! (800) 522-7006

#### **HOLIDAY INN CROWNE PLAZA**

1750 Rockville Pike  
Rockville, MD 20852  
(301) 468-1100  
Contact: Ronna Rosoff

Holiday Inn Crowne Plaza offers 315 well-appointed guestrooms and suites. Located outside of Washington, D.C., there are two restaurants, two lounges, indoor/outdoor pool, health club with racquetball courts, complimentary parking and easy access to metro. NESRA members enjoy 20 percent discount off published rates and group rates for 10 or more.

#### **HOLIDAY INNS INT'L.**

3742 Lamar Ave. Ex-1  
Memphis, TN 38195  
(800) HOLIDAY  
(901) 362-4986  
Contact: Laurie Cardenuto

Call Holiday Inns' toll free number or call hotels directly for "Great Rates" at participating Holiday Inn and Holiday Inn Crowne Plaza hotels.

#### **HOLIDAY INN LAKE BUENA VISTA**

13351 State Rd. 535  
P.O. Box 22362 Lake Buena Vista  
Orlando, FL 32821  
(407) 239-4500  
Contact: Dawn L. Chesko

Holiday Inn Lake Buena Vista offers 507 maxi-rooms with mini-kitchens including microwaves, refrigerators and coffee/tea maker for \$99 during high season and \$65 during low season. Free nightly children's activities in Max's Magic Castle. Licensed childcare is available for a nominal fee.

#### **HOLIDAY INN MAIN GATE EAST**

5678 Irlo Bronson Memorial Hwy.  
Kissimmee, FL 34746  
(407) 396-4488  
(800) FON-KIDS  
Contact: Sue Schofield

Family fun 3 minutes from Disney! All rooms feature microwave, refrigerator, coffee/tea maker and VCR. Free scheduled Disney shuttle. Camp Holiday for kids free childcare, activities and movie nightly in Holiday Hound's Castle

ClubHouse. Children under 13 eat dinner free with dining adult.

#### **HOWARD JOHNSON FOUNTAIN**

**PARK PLAZA HOTEL**  
5150 W. Hwy 192  
Kissimmee, FL 34746  
(800) 327-9179  
Contact: Tom Davis

Howard Johnson Fountain Park Plaza Hotel offers NESRA members a special discount card which entitles them to savings at the world's largest Howard Johnson. Located three miles from Walt Disney World and minutes from other central Florida attractions, this family-oriented hotel has many extras: Children's activity room, saunas, whirlpool, paddle boats, heated swimming pool and much more for all family members.

#### **HOWARD JOHNSON FRANCHISE**

**SYSTEMS, INC.**  
339 Jefferson Rd.  
Parsippany, NJ 07054  
(800) I-GO-HOJO  
(201) 428-9700  
Contact: Mary DeBonis

Whether you choose to stay in our luxurious Plaza-Hotels, full-service hotels, comfortable lodges or economical HoJo Inns you'll receive the level of service and accommodations you expect. As a NESRA member you'll receive an additional 10 percent discount off our already low standard rates. Call now for reservations, and ask for the NESRA TravelDeal discount.

#### **INN AT MC CORMICK RANCH - A REGAL INT'L RESORT**

7401 N. Scottsdale Rd  
Scottsdale, AZ 85253  
(800) 243-1332  
(602) 348-5050  
Contact: Rob Anderson  
Sue Hinsberg

This 125-room luxury resort located in the heart of Scottsdale, AZ is beautifully situated on Camelback Lake with 36 holes of championship golf and four tennis courts. Canoeing, sailing and paddleboats are available. Heated pool and fabulous Southwestern restaurant—The Pinon Grill. NESRA members enjoy 50 percent off May 1-Dec. 31, 1992 and special discounts in season (10 percent off).

#### **KARENA HOTELS-ORLANDO**

7100 Lake Ellenor Dr.  
Orlando, FL 32809  
(800) 365-6935

(800) 447-7283 (group res.)  
(407) 240-7100  
Contact: Louise Norman

Karena Hotels is "setting a new standard in American hospitality" within its six hotels. The following properties are located in Kissimmee, FL: Ramada Resort Maingate, Ramada Inn Westgate, Econo Lodge Maingate, Hawaiian Resort, Econo Lodge Maingate East and Holiday Inn Maingate West. The Rodeway Inn Int'l Dr./Wet'n Wild is located in Orlando, FL.

#### **KEYSTONE RESORT, COLORADO**

P.O. Box 38  
Keystone, CO 80435  
(800) 222-0188  
(303) 777-5525  
Contact: Jim Herzog  
Jean Alexander

Keystone Resort offers NESRA members significant savings on lodging and activities to experience our \$32 million ski mountain expansion, which includes the rugged adventure of a new mountain (The Outback). Add this to Keystone's existing features—quality accommodations, year-round activities, and a peaceful, unspoiled atmosphere—to enjoy a truly wonderful vacation experience.

#### **MARINER'S INN RESORT**

P.O. Box 6165  
Hilton Head Island, SC 29938  
(803) 842-8000  
Contact: Patricia Sussman

The Mariner's Inn Resort is a 324-room, oceanfront, luxury resort hotel which has received the Gold Key Meeting Award eight consecutive years..

#### **OCEANS ELEVEN RESORTS, INC.**

2025 S. Atlantic Ave.  
Daytona Beach Shores, FL 32118  
(904) 257-1950  
(800) 874-7420  
FAX: (904) 253-9935  
Contact: Chris Fitzgerald

Oceans Eleven Resorts, Inc.'s six AAA rated excellent (3 diamonds) oceanfront hotels in Daytona Beach, FL: Acapulco Inn, Beachcomer Oceanfront Inn, Casa del Mar Beach Resort, Sheraton Inn Daytona Shores and Treasure Island Inn offer substantial savings to NESRA members. All six hotels are located directly on the ocean and feature swimming pools, whirlpools, color cable TV and year-round recreation programs. Discount flyers are available upon request.

### THE POINTE RESORTS

7500 N. Dreamy Draw Dr., Suite 215  
Phoenix, AZ 85020  
(800) 528-5771  
(602) 997-7777  
Contact: Kathy Stewart

Outstanding vacation values are available at The Pointe Resorts in Phoenix, which features luxurious suites with wet bar and refrigerator, and management-hosted cocktails daily. Guests can also enjoy championship golf, tennis, fitness centers, horseback riding and swimming. Contact Kathy Stewart for great seasonal values.

### QUALITY INN KINGS ISLAND CONFERENCE CENTER

5589 Kings Mills Rd.  
P.O. Box 425  
Kings Island, OH 45034-0425  
(800) 227-7100  
(513) 398-0970  
Contact: Diana Griffith

Quality Inn Kings Island Conference Center, located across from Kings Island Theme Park, offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday through Thursday nights. (Discounts do not apply to poolside rooms, mini-suites, or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. Discount flyers are available upon request.

### QUALITY SUITES MAINGATE EAST

5876 W. Irlo Bronson Mem. Hwy.  
Kissimmee, FL 34746  
(407) 396-8040  
(800) 848-4148  
Contact: Michelle Sutter

Quality Suites Maingate East is a new all-suite hotel located two miles from Walt Disney World offering one-bedroom and two-bedroom/two bath units (sleep up to 10) featuring living/dining area plus kitchen with microwave. Enjoy heated pools, whirlpool spa, free continental breakfast and manager's daily reception. Call for your 1992 NESRA Discount Card.

### RAMADA HOTEL RESORT FLORIDA CENTER

7400 International Dr.  
Orlando, FL 32819  
(407) 351-4600  
Contact: Brenda Knapp

The Ramada Hotel Resort Florida Center is located within walking distance of

International Drive's many shops and restaurants. The hotel features two pools, two lounges, restaurant, deli, playground, exercise room and mini-shopping mall. It is only eight miles from Walt Disney World's entrance, three miles from Sea World, two miles from Universal Studios and just minutes from all other major attractions. Children under 18 may stay free with parents. Call for information on NESRA room rates.

### RAMADA RESORT MAINGATE AT THE PARKWAY

2900 Parkway Blvd.  
Kissimmee, FL 34746  
(407) 396-7000  
Contact: Mimi Vielhauer

This resort offers 718 king/double rooms, one free form pool, one heated pool, waterslide, wading pool, sauna, playground, tennis courts, game room, gift shop, deli cafe, Cafe in the Court (family dining), snack bar, poolside bar, Dooley's Lounge, poolside terrace and guest service.

### RAMADA ORLANDO CENTRAL

3200 W. Colonial Dr. (Hwy. 50)  
Orlando, FL 32808  
(407) 295-5270  
Contact: Robin Boyd

Ramada Orlando Central is a three diamond inn located on West Colonial Dr., centrally located to all major attractions and the Orlando Arena and Central Florida Fairgrounds. We offer 315 rooms with free cable including HBO, two sparkling pools and saunas. Free daily newspaper and coffee. We offer a \$38 rate for NESRA members—valid through December 1992.

### RESIDENCE INN-ORLANDO ATTRACTION CENTER

7975 Canada Ave.  
Orlando, FL 32819  
(407) 345-0117  
Contact: Glenice Regis

Residence Inn-Orlando Attraction Center offers NESRA discounts. All our suites include a complimentary continental breakfast buffet every morning and a hospitality hour from 5-7 p.m. featuring complimentary beer, wine soft drinks and snacks.

### RIVERSIDE RESORT HOTEL AND CASINO

P.O. Box 500  
Laughlin, NV 89029  
(702) 298-2535  
Contact: Joel Barez

This resort hotel and casino, located on the

beautiful Colorado River, offers 660 spacious rooms, 1,500 slot machines, "21" craps, bingo, keno, poker, roulette, 600 RV spaces, gourmet room, 24-hour restaurant, buffets, two pools, three first-run movie theaters, entertainment nightly and banquet facilities.

### SHERATON LAKESIDE INN

7769 W. Irlo Bronson Mem. Hwy.  
Kissimmee, FL 34746  
(407) 239-7919  
Contact: Colleen Parnell  
Tina Higbee

Sheraton Lakeside Inn, a 651-room resort one and a half miles from Walt Disney World's main gate, offers its guests free use of paddleboats on a private lake, three pools, playgrounds, game rooms, and tennis courts. NESRA members will receive up to a 50 percent discount through the Vacation Magic Club. Subject to availability and the VMC rates are noncommissionable. Please call the sales office to enroll your company. Guests also have access to two restaurants, the Corner Market and Hurricane Sam's Bar and Grille.

### SHERATON ORLANDO NORTH HOTEL

P.O. Box 538300  
I-4 & Maitland Blvd.  
Orlando, FL 32853-8300  
(800) 628-6660  
Contact: Kathleen Walter

NESRA members take advantage of a 50 percent discount! Be active or relax at our 400-room luxury hotel. Enjoy a game of tennis or relax poolside. Walt Disney World, MGM, EPCOT, Universal Studios, Sea World and many beaches are all within a short drive.

### SUMMERFIELD SUITES HOTEL— ORLANDO

8480 International Dr.  
Orlando, FL 32819  
(407) 352-2400  
(800) 833-4353  
Contact: Elisabeth M. Hall

A new one and two bedroom all-suite hotel features full size kitchens, living rooms, private bathrooms, telephone lines and voice mail in each bedroom. Color TV in every room, video player in each suite. Complimentary breakfast daily. Centrally located to all attractions. NESRA Discount 15 discount off rack rate subject to availability.

### SURFSIDE RESORTS OF DAYTONA BEACH

2500 N. Atlantic Ave.  
Daytona Beach, FL 32018  
(800) 874-6996  
(800) 342-4902 (in FL)  
(904) 672-0990  
Contact: Sue Willis

Oceanfront hotels include The Best Western La Playa Resort, the Howard Johnson Oceanfront and Days Inn Oceanfront South. They feature first class accommodations and amenities including indoor spa, lounge with live entertainment, restaurants, outdoor pools, whirlpools and snack bars. NESRA members receive a 25 percent discount.

**TRAVELODGE HOTELS**  
1973 Friendship Dr.  
El Cajon, CA 92020  
(619) 448-1884  
Contact: Rosalind Williams

Over 500 hotels in North America offering NESRA members a 10 percent discount through the Travelodge Corporate Business Break Club.

**VACATION RESORTS INT'L.**  
297 North St.  
P.O. Box 399  
Hyannis, MA 02601  
(800) 228-2968  
(508) 771-3399  
Contact: Paul Carney

Enjoy condominiums and resorts throughout the U.S., Mexico, Bermuda and Antigua. Most have full kitchen facilities and enhanced amenities. Minimum 25 percent discount to all NESRA members at all VRI resorts.

**VANDERBILT INN ON THE GULF**  
11000 Gulf Shore Dr., N.  
Naples, FL 33963  
(800) 552-0139  
(813) 597-3151  
Contact: Carlton W. Grant

The Vanderbilt Inn on the Gulf, a newly renovated beachfront resort, offers a casual tropical island setting, Jasmine Court restaurant for breakfast or dinner, Chickee Beach Bar for lunch and tropical drinks, volleyball, guest laundry, gift shop, water sports rentals, and nearby golf and tennis. Please call Inn for special NESRA discount packages.

**WESTIN HOTELS & RESORTS**  
2001 Sixth Ave.  
Seattle, WA 98121  
(206) 443-5087  
Contact: Marsha Massey

Westin Hotels & Resorts' more than 65 hotels worldwide have won the *Travel/Holiday* award for the ninth year consecutively as the best hotel company in the U.S. and internationally. Our NESRA weekend packages offer discounts up to 50 percent. Some restrictions apply. Please call or write to receive more information, folders, or bulletin board posters (8 1/2" x 11").

**WILSON HOTEL MANAGEMENT CO., INC.**  
1629 Winchester Rd.  
Memphis, TN 38116  
(901) 346-8800  
Contact: Carolyn Powers

Wilson Hotel Management Co., is a hotel management company with limited and full-service hotels in PA, FL, MS, LA, TX, TN, AR, KY, SC, and AL. We manage 11 Wilson Inns, 6 Wilson Worlds, 6 Holiday Inns, one Holiday Inn Express and one Ramada Inn.

**WYNFIELD INNS**  
6263 Westwood Blvd.  
Orlando, FL 32819  
(800) 346-1551 (Res. for Westwood)  
(800) 468-8374 (Res. for Main Gate)  
(407) 345-8000  
Contact: Kenn Lantry

Wynfield Inns offers affordability with style at two locations in the Orlando area, both just minutes away from Walt Disney World and all exciting Central Florida locations. Both hotels feature complimentary coffee, tea and fruit 24 hours a day, beautiful tropically landscaped grounds, and the hospitality and friendliness that will make your vacation a truly magical one.

## **MERCHANDISE DISCOUNTS/FUND- RAISING PROGRAMS**

**ACTION PRODUCTS INT'L., INC.**  
344 Cypress Rd.  
Ocala, FL 32672  
(800) 874-9853 (for U.S. orders)  
Contact: Danielle Tyrell

Action Products Int'l., Inc., employee store and corporate identity specialists, imports and manufactures toys, souvenirs, novelties, sportswear, model kits, gifts and books. We offer T-shirts, sweats, caps, totes, patches, raincoats, buttons, pens, pencils, coffee mugs, magnets, frisbees, incentives with your logo or event! Lowest prices.

**AMERICAN CONCEPTS, INC.**  
11121 S.E. 251st Ct. - #4  
Kent, WA 98031  
(206) 859-4811  
Contact: Candice A. May

American Concepts, Inc. has a variety of discounted consumer products available for employee discount promotion, employee store promotions and on-site sales.

**ARIS-ISOTONER, INC.**  
417 Fifth Ave.  
New York, NY 10016-2265  
(212) 532-8627  
Contact: Jill Mattera

Aris-Isotoner, Inc. offers ladies' and men's Isotoner gloves and slippers (children's sizes also available) to NESRA members. Minimum order of \$100 per category is required.

**BAG CITY**  
3640 Wade St.  
Los Angeles, CA 90066  
(212) 397-5968  
Contact: Jeffrey Maitles

Bag City is a manufacturer and importer of fine leather and eel skin bags and accessories. Our range includes travel and garment bags, tote bags, organizers and briefcases. All offered at wholesale prices to NESRA members.

**BEARSE MFG. CO.**  
2022 Yorktown N.  
Jeffersonville, PA 19403  
(215) 539-7079  
Contact: Bob Powers

Are you looking for a set of "Made in the USA" sports bags that your employees can buy directly from the manufacturer at a wholesale cost? If so, we have the luggage program for you! Free samples and discounts to NESRA members are only a phone call away. \*Proudly Made in the USA\*.

**BLACK HILLS GOLD BY  
COLEMAN-FRIZZELL MFG.**  
5125 Hwy. 16 S.  
Rapid City, SD 57701  
(800) 437-1985  
Contact: Bill Cook

This company offers tri-colored Black Hills gold jewelry—rings, earrings, pendants, tie tacks, bracelets—also sterling silver with Black Hills gold leaves.

**BRONSON**  
4526 Rinetti Ln.  
La Canada, CA 91012  
(800) 437-6659 ext. 222  
Contact: Kathy Brunette

Bronson offers employees two convenient ways to buy over 160 health and fitness products at 40-60 percent below nationally advertised brands. Choose "Plan A" and employee stores earn a 33 percent profit. Choose "Plan B" and employee services/wellness programs earn employees an additional 10 percent discount (via mail-order catalog).

**BLAKAR INC.**  
192 Lexington Ave.  
New York, NY 10016  
(212) 686-0810  
Contact: Joel Zimmer

Blakar, Inc. is a full-line stocking distributor of the following manufacturer's products: Sanyo, Smith Corona, Rival appliances, Franklin spellers and dictionaries, Southwestern Bell telephones and answering machines. Maximum wholesale discounts are offered to NESRA members.

**BURNES OF BOSTON**  
225 Fifth Ave., Suite 929  
New York, NY 10010  
(212) 685-3950  
FAX: (212) 447-5171  
Contact: Myrna Zarrell

Burnes of Boston is the largest frame and photo album manufacturer in the U.S. Wholesale prices. Frames: Elegant woods, silverplate, solid brass, ceramic, acrylics and baby frames. All types of photo albums including decorative, fabrics, paper and vinyl as well as refills for the albums. Special dating programs for NESRA members.

**CHERRY HILL FURNITURE**  
CARPET & INTERIORS  
P.O. Box 697  
Furnitureland Station  
Austin, MN 55912  
(800) 328-0933  
Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture and carpet direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide in-home delivery is available.

**CONSUMER BENEFIT SERVICES, INC.**  
710 E. Ogden Ave., Suite 117  
Naperville, IL 60563  
(800) 888-9055  
Contact: Michael Martorano

NESRA members can buy products and services at wholesale. Our 1-800 24-hour discount shopping service features the lowest price guarantee on 275,000 name-brand products. Our Discount Travel Agency has the lowest fares and hotels with a 5 percent cash rebate. Members save money with our grocery coupon plan. Discounts on RX, golf, skiing, car care and more!

**CORPORATE JEWELRY CLUB**  
319 E. 2nd Street, Suite 115  
Los Angeles, CA 90012  
(213) 617-7882  
Contact: Edward Wong

As a manufacturer of fine jewelry, the Corporate Jewelry Club offers employees direct wholesale prices on diamond rings, earrings, and pendants decorated with rubies, sapphires and emeralds. Gold chains, watches and engagement rings are also available at wholesale prices. Employee associations receive a 10 percent refund on all sales.

**CUSTOM PIN AND DESIGN**  
Box 1232  
Lake Placid, NY 12946  
(518) 523-2810  
Contact: John Stevenson

Custom Pin and Design offers Cloisonne Enamel lapel pins—featuring your logo or design (corporate or other). With their low cost and high perceived value, pins make excellent giveaways or resale items. Very popular today, they are the #1 people-related public relations product.

**D.M. MERCHANDISING**  
1479 Merchandise Mart  
Chicago, IL 60654  
(312) 527-1363  
Contact: Norm Yellin  
Outstanding values and variety in high quality, gift boxed, fun fashion jewelry—bracelets, necklaces, earrings, rings, pins, watches—custom cloisonne pins and watches—unique concept in one price assortment.

**DAVID J. SELZNICK GROUP**  
100 W. 94th St., Suite 24E  
New York, NY 10025

(212) 866-1441  
Contact: David J. Selznick

The David J. Selznick Group specializes in discount sales to company stores, employee groups and associations. A beautiful full line of jewelry including tennis bracelets and necklaces is available as well as a complete line of electronics, including radios, compact disc players, telephones and answering machines from top brand manufacturers. We also sell quality luggage, cosmetics and perfume at discount prices.

**ENCYCLOPAEDIA BRITANNICA**  
U.S.A.  
310 S. Michigan Ave.  
Chicago, IL 60604  
(312) 347-7306  
Contact: Ralph Alleman

Encyclopaedia Britannica offers an income-producing opportunity to NESRA members through use of inserts/statement stuffers, making available a group discount offer on Encyclopaedia Britannica to your employees.

**ENTERTAINMENT PUBLICATIONS, INC.**  
2125 Butterfield Rd.  
Troy, MI 48084  
(313) 637-8400  
Contact: Shirley G. Schmitz

Entertainment Publications, Inc. publishes Entertainment® and/or Gold C Saving Spree® coupon books in over 100 U.S., eight Canadian and seven foreign markets. Its books contain hundreds of 2-for-1 offers for local dining, movies, special events, sports, hotels, and more. Entertainment provides its products to nonprofit fund-raising groups and organizations, schools, youth groups and to employee groups on consignment, with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products for corporations.

**EXECUTIVE MARKETING GROUP**  
620 Village Trace, Suite 200  
Marietta, GA 30067  
(404) 988-0777  
Contact: George M. McCombs

NESRA members get 10 percent off wholesale on customized corporate jackets, all leather sportbags, garment bags, golf shirts, "Chill N Grill" sets, computerized sweaters, embroidery work, golf hats, printed sweat and T-shirts, printed umbrellas, Koozie's can coolers, leather executive portfolios, and all types of golf rated items, and any ad specialty items.

**FANNIE MAY CANDIES**  
1137 W. Jackson Blvd.  
Chicago, IL 60607  
(312) 243-2700 Ext. 401  
Contact: Greg Percival

Fannie May Candies offers NESRA members 20-35 percent discounts on their candy and gift-certificate purchases. These discounts are good year-round. The perfect gift for Christmas, birthdays or any special occasion. Great for fund raising!

**FLORAVISION, INC.**  
3716 Lehigh St. Suite 102  
Whitehall, PA 18052  
(215) 770-7050  
(800) 543-3997 (order line)  
Contact: Jan Clair

Floravision, Inc. is a service company providing premium quality floral products worldwide. Via their toll-free number, individuals and business clients can send flowers 24 hours a day. Special programs for company stores, human resources departments and employee associations. NESRA companies receive a 10 percent discount.

**FLORIDA BRIEFCASE**  
285 Central Pkwy.  
Altamonte Springs, FL 32714  
(800) 234-3814  
Contact: Jack Foley

Corporate distributor of fine leather, vinyl and eel skin products including attaches, portfolios, organizers, planners, wallets, handbags and carry-on luggage. No minimum order. Volume discounts available. Wholesale program available for company stores. Please call for catalogs and price sheet.

**GRANDMA'S FRUIT CAKE/METZ BAKING CO.**  
P.O. Box 457  
201 S. 5th St.  
Beatrice, NE 68310  
(800) 228-4030  
Contact: Ron Young

Grandma's Fruit Cake is truly a gourmet's delight—loved by all, it's the perfect gift. Use as corporate gifts, store resale items, fundraisers, or employee discounted merchandise. NESRA members are entitled to a discount for employee groups. Samples and brochures are available upon request.

**GIFT MASTERS**  
P.O. Box 314

15300 Hickory  
Oak Forest, IL 60452  
(708) 687-2518  
Contact: Harold Stromberger

We offer a gift/keepsake, cast in fine grade pewter, which makes an excellent gift for Christmas, birthdays, or just for friendship. Our goal is to minimize your involvement and maximize the discount, 30 percent to your employees.

**GROUP DISCOUNTS**  
P.O. Box 669  
Bethel Park, PA 15102  
(412) 831-4819  
Contact: Jack Muse

Group Discounts offers magazine subscriptions to employee groups at low group discount rates. The low rates apply to both new and renewed subscriptions.

**HANOVER-BOSTONIAN SHOE CO.**  
440 N. Madison St.  
Hanover, PA 17331  
(800) 368-3674  
(717) 632-7575  
Contact: Jay Allie

Hanover-Bostonian Shoe Co. offers special savings of up to 40 percent on certain styles and brands of mens' and ladies' footwear. This company is also the supplier of the world famous "Sportech" walking shoe. Call for more information.

**HAPPY DISCOUNT PLANS**  
2353 Apple Valley Dr.  
Howard, OH 43028  
(800) 798-2594  
(614) 392-0644  
Contact: Howard Cherry

Happy Discount Plans offers at no cost to the employer: (1) See America at 50 percent off regular room rates at over 1,500 Hotels/Motels nationwide; (2) An Eyecare program that offers up to 50 percent off eyeglasses and contacts. Call for free information.

**HARRIS & MALLOW, INC.**  
651 New Hampshire Ave.  
Lakewood, NJ 08701  
(201) 363-9400  
Contact: Dennis Adams

Harris & Mallow, Inc. offers handcrafted wood decorator clocks, weather stations and electric indoor grills (smokeless).

**HOUGHTON MIFFLIN**  
2 Park St.  
Boston, MA 02108  
(617) 725-5969  
Contact: Melissa Hosmer

Your employees can save up to 40 percent on our most popular books. We publish a wide selection of top-quality gardening guides, travel guides, health and fitness titles, dictionaries, almanacs, sports books and children's books.

**IMPRESSIONS**  
17194 Preston Rd., Suite 123-190  
Dallas, TX 75248  
(214) 380-8392  
Contact: Cliff Reed

Impressions specializes in trunk shows with two sales divisions: (1) A manufacturer of 14 kt. gold and diamond jewelry, extensive collection. (2) "Designer Type" fashion jewelry, purses, accessories, etc.; top selling price \$75.

**JACOBS TRADING CO.**  
901 N. Third St.  
Minneapolis, MN 55401  
(612) 349-2300  
Contact: Jim Malone

We are wholesalers of excess inventories and overstocks. We buy entire inventories of major brandname housewares, giftware, hardware, electronics, etc. We also use these inventories for premium programs.

**JADE DRUG CO., INC.**  
P.O. Box 2179  
Spring, TX 77373  
(800) 634-0075  
Contact: Gerald Lord

Jade Drug Co., Inc. offers designer fragrances, Cross pens and Timex watches.

**KAL KREATIONS**  
P.O. Box 2273  
Sausalito, CA 94966  
(415) 331-0707  
Contact: Les Baskind  
Lorna Grant

Wholesalers of gorgeous fashion barrettes (retail \$1.99-\$10.99) for all ages. Also sterling silver, Austrian crystal, marcasite and fashion earrings (retail \$1.99-\$15.99). Free displays are available. We have the newest fashions with the best prices!!

**THE LEATHER BAG COMPANY**

643 S. Olive St. #510  
Los Angeles, CA 90014  
(213) 627-4042  
Contact: Aaron Alpert

The Leather Bag Company is a quality distributor of fine leather goods priced 50-70 percent less than retail. The Leather Bag Company is available for on-site leather shows. As a fund raiser it will pay the host company a percent of total gross sales.

**LSB COMPANY, INC.**

37 Jeffry Ln.  
Hicksville, NY 11801  
(516) 933-7910  
Contact: Gary Brill

LSB Company, Inc. is your source for logo items for all your company special events including blood drives, United Way, sales meetings, picnics and holiday season parties. We feature items such as our corporate teddy bear with a T-shirt, and many other items that can be customized. Brand name merchandise from Gucci, Casio and Ralph Lauren are available for company stores and employee sales. Call for a free brochure.

**NATIONAL CAR RENTAL SYSTEM, INC.**

7700 France Ave. S.  
Minneapolis, MN 55435  
(612) 830-2255  
Contact: Sheila Markstrom

**NATIONAL GOLD & SILVER**

10 Selden St.  
Woodbridge, CT 06525  
(203) 387-0133  
Contact: Chris McGowan

**NIKON, INC.**

7550 N. Oak Park Ave.  
Niles, IL 60648  
(708) 647-1460  
Contact: Jeff Marsh

Nikon offers a complete line of cameras, binoculars and videos available for incentive use. Call for more details.

**NORTH AMERICAN MARKETING CORP. (NAMCO)**

100 Sanrico Dr.  
Manchester, CT 06040  
(203) 649-3666  
Contact: Gary Tampone

NAMCO Toy Wholesalers has specialized in toys for corporate children's Christmas parties for 30 years. Case lot sales only; all at lowest wholesale pricing.

ties for 30 years. Case lot sales only; all at lowest wholesale pricing.

**PARSONS TECHNOLOGY**

375 Collins Rd. N.E.  
Cedar Rapids, IA 52402  
(800) 369-5000  
Contact: Joseph Haddy

Parsons Technology is a computer software developer known in the industry for producing high-quality yet affordable products. Parsons produces MoneyCounts, the award-winning money management package in addition to a diverse line of productivity, utility and church-related software. NESRA discount: 25 percent.

**PASSBOOK CLUBS OF AMERICA**

INC./CUC PUBLISHING  
10031 Monroe, Suite 105  
Dallas, TX 75229  
(214) 357-1986  
Contact: Joan Stern

Passbook Clubs of America, Inc./CUC Publishing is a printer of premium publications and publisher of discount coupon books made available to employee groups and fundraising organizations throughout the U.S. for over 12 years. They work with over 4,500 employers and organizations.

**PERKS UNLIMITED, INC.**

153 Main St.  
Sayville, NY 11782  
(800) 727-3757  
Contact: Susan Easparro

Perks Unlimited, Inc., a national/international supplier of Corporate Rate Savings Cards, will provide these cards to NESRA members at no cost whatsoever. With these cards, NESRA members can enjoy savings at local and national businesses throughout the country. Call us today for this free perk.

**REGALI, INC.**

8131 LBJ Frwy., Suite 350  
Dallas, TX 75251  
(214) 238-8830  
Contact: Rupa Dutia

Regali, Inc., a manufacturing, wholesale company, offers quality merchandise at competitive prices. The company specializes in corporate logo pins and jewelry, incentive programs, and fine jewelry. Items can be sold in company stores or through discount programs.

R.J. SPENCER ASSOCIATES, INC.  
9825 W. Sample Rd., Suite 203

Coral Springs, FL 33065

(305) 345-8991

Contact: Marsha Kaye

R.J. Spencer Associates is an advertising company working with companies, hospitals and government agencies throughout the nation offering complimentary discount card programs to all employees. Through a joint effort, the merchants in your community will offer the employees of your company a discount on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute the cards.

**RIGHT IDEAS, INC.**

316 Hartford Rd.  
Manchester, CT 06040  
(203) 647-1492  
Contact: George E. Alexander, Jr.

Right Ideas Inc. has been a premium incentive distributor since 1977. Offering factory direct wholesale or near wholesale prices on Sony, Apple, Corning, G.E., RCA, Black & Decker, Seiko, Panasonic, Toro, Minolta, Zenith, AT&T and discount Travel Club to NESRA members.

**RON JONES AND ASSOCIATES**

175 Union St.  
Oneida, NY 13421  
(315) 363-8490  
Contact: Ron Jones

Ron Jones and Associates specializes in merchandise for employee stores, special events, corporate and employee recognition programs. Direct factory representative for brand name merchandise: London Fog Knitwear, Hanover-Bostonian Shoe Co., Thor-Lo Socks, Spalding Sporting goods, Haas-Jordan Umbrellas, Westclox/Seth Thomas Clocks, Cawley Plaques, Lasting Impressions (photo etching) and Personal Expression (Fuzzy line).

**SEE'S CANDIES**

3423 S. La Cienega Blvd.  
Los Angeles, CA 90016  
(800) 877-7337  
Contact: Rosemary B. Robinson

See's Candies offers the freshest quality boxed chocolates and candies available for employee group and association purchases, company stores, corporate gifts and incentives and employee association fundraising. Gift certificates and many items available all year. Holiday specialties for Valentine's, Easter and Christmas are also available.

**STERLING INC. AND  
PARTICIPATING JEWELERS**  
375 Ghent Rd.  
Akron, OH 44333  
(216) 668-5705  
(800) 800-8796  
Contact: Kellie Baughman

LeRoy's, J. B. Robinson, Shaw, Osterman, Kay, Friedlanders, Hudson Goodman, Sterling, Goodman, Belden, Rogers and Weisfield would like to offer your employees the Employee Privilege Program. It's more than a 10 percent discount off sale prices; it's an entire perk package that includes free services. Call for more information.

**STEVEN STEWART & ASSOCS., INC.**  
1000 FM 1960 W., Suite 107  
Houston, TX 77090  
(713) 893-7718  
Contact: David S. Rhoads

Steven Stewart & Assocs. Inc. is a national greeting card distributor offering best-selling displays with full service provided and no investment. "Profit from the first card sold!" Proven program provides a "Win-Win" situation for you as well as a much appreciated service for your customers.

**SUZAN HARRISON, INC.**  
18100 Burbank Blvd., Suite 21B  
Tarzana, CA 91356  
(818) 342-1190  
Contact: Suzan Harrison

Suzan Harrison, Inc. offers tickets for entertainment/special events at special pricing.

**SWERSEY'S CHOCOLATES AND  
GIFTS**  
54-01 Grand Ave.  
P.O. Box 286  
Maspeth, NY 11378  
(718) 497-8800  
Contact: John Swersey

Swersey's Chocolates' special group buying plan provides the finest quality chocolates and gifts at wholesale prices for your association to offer as a greatly appreciated savings to your employees or as a fundraiser during the holidays (Halloween, Thanksgiving, Christmas, Valentine's Day, Easter and Mother's Day).

**TEXAS INSTRUMENTS**  
P.O. Box 650311 M/S 3910  
Dallas, TX 75265  
(214) 917-1617  
Contact: Joe Spinelli

Texas Instruments offers discount programs to employee clubs and stores on all TI calculators and educational toys such as "Speak & Spell." We also have an order center program offering consumer products ranging from personal care to high-tech electronics with price guarantees and dollars back to club or association.

**VI-TEL ELECTRONICS**  
100 Hollister Rd.  
Teterboro, NJ 07608  
(201) 440-8700  
Contact: Janet Pincus

Vi-Tel Electronics, the largest wholesale distributor of consumer telecommunication products in the country can act as a one-stop source for your employees' needs. We can offer savings up to 50 percent off MSR on such brands as AT&T, Brother, BASF, Mita, ITT, Murata, Phonemate, N.W. Bell, S.W. Bell and Selectronics. These items are offered to employees in a printed employee sale brochure distributed by the employer and products are dropped shipped to each employee by Vi-Tel Electronics.

## PHOTOFINISHING

**C.S. PHOTO**  
47 Main St.  
New Britain, CT 06050  
(203) 229-2057  
Contact: Bob McManus

C.S. Photo offers full service film processing featuring customized envelopes, self-service units and programs. High quality overnight service.

**EMPLOYEE PHOTO SERVICE, USA**  
180 Furler St.  
Totowa, NJ 07512  
(800) 524-1027  
(201) 890-1803  
Contact: Tom Kearns

Employee Photo Service, USA offers the most personalized discount employee film developing service to all size companies. Employee Photo Service also features our annual photo contest, passport photo day and photographers for association functions. Find out why we say, "Employee Film Developing ...and much more!"

**GUARDIAN PHOTO, INC.**  
43045 W. Nine Mile Rd.

Northville, MI 48167  
(313) 349-6700  
Contact: David Peterson

Guardian Photo is a wholesale film developer with nine labs nationwide, with next-day processing services.

**QUALEX INC.**  
3758 E. Grove  
Phoenix, AZ 85040-3989  
(602) 437-2006  
Contact: Steve Pflum

Qualex Inc., a member of the Eastman Kodak Colorwatch System, provides full service and high quality photofinishing.

## SPECIALTY SERVICES

**BABY TOGS INC.**  
460 W. 34th St.  
New York, NY 10001  
(212) 868-2100  
Contact: Melvyn Goldstein

Baby Togs Inc. offers newborn and infant clothing.

**EMPLOYEE PRINTING  
SERVICES, INC.**  
P.O. Box 248  
Bedford Park, IL 60499-0248  
(800) 323-2718  
(708) 496-7345  
Contact: Mary Milbradt

Employee Printing Services, Inc. is a designer and manufacturer of fine wedding invitations, personalized Christmas cards, announcements and accessory items. All products are offered to NESRA members at a 40 percent discount.

**FEDERAL PRINTING CO.**  
270 Farmington Ave., Suite 305  
Farmington, CT 06032  
(800) 733-6127  
Contact: Leon S. Davidoff

Federal Printing Co. offers fine wedding invitations and social stationery at a discount.

**FUN SERVICES**  
3815 S. Ashland Ave.  
Chicago, IL 60609  
(312) 847-2600  
(800) 926-1223  
Contact: Brian E. Russell

Our 25-year old franchise system of offices across the country helps people with company picnics and parties, and supplies a variety of games and programs for both adults and children. Fun Services also specialize in premium, imprinted and fund-raising items. To locate the office nearest you, call (800) 926-1223.

**GLORIA SHAVEL INC.**  
225 Fifth Ave.  
New York, NY 10010  
(212) 685-2220  
Contact: Gloria Shavel

Travel accessories, umbrellas with matching totes, slippers, bath accessories, hankerchiefs, finger-tip towels, mirror/make-up mirror. Baby gift items: Comforters, bibs, pillows, bath towels, silver frames, toys, photo albums, knits, shawls, silver baby accessories, banks, combs and brushes.

**HAWORTH PRESS, THE**  
10 Alice St.  
Binghampton, NY 13904-1503  
(607) 722-8273  
Contact: Bill Cohen

**MARKET AMERICA/THE COMPANY STORE**  
233 Fillmore Ave.  
Tonawanda, NY 14150  
(716) 694-5094  
Contact: B. Kaye Smith

Specializing in set-up to start-up of on-site employee stores for small to mid-sized companies.

**TRANS NATIONAL FINANCIAL SERVICES**  
855 Boylston St., Sixth Floor  
Boston, MA 02116  
(800) 262-6628, ext. 6092  
Contact: Karen Cox

Trans National Financial Services (TNFS) is a nationwide marketing company offering the competitive NESRA Credit Card. TNFS and MBNA America also offer other financial benefits to member organizations and companies. For more information, please contact Karen Cox at (800) 262-6628, ext. 6092

**VENDING CONSULTANTS, INC.**  
8040 University Blvd.  
P.O. Box 1395  
Des Moines, IA 50305  
(515) 255-1108  
Contact: Paul Calkins

This company offers a specially designed vending and prepaid debit card system for selling and dispensing general admission tickets for theaters, special events, amusement parks and family attractions. The system allows for ticket sales 24 hours per day, seven days a week.

## SPORTING GOODS/ FITNESS INFORMATION

**AMATEUR SOFTBALL ASSOC.  
OF AMERICA**  
2801 N.E. 50th St.  
Oklahoma City, OK 73111-7201  
(405) 424-5266  
Contact: Don E. Porter

**AMERICAN BOWLING CONGRESS**  
5301 S. 75th St.  
Greendale, WI 53129  
(414) 421-6400  
Contact: Jack Mordini

ABC is a voluntary membership organization which provides goods and services to its over three million members. Further, ABC works closely with all integers of the bowling industry for the betterment of the sport.

**AMERICAN SKI ASSOC.**  
1888 Sherman St., Suite 500  
Denver, CO 80203  
(303) 861-7669  
(800) 525-7669  
Contact: Ellen Blackburn

**FITNESS MANAGEMENT  
MAGAZINE**  
Box 1198  
Solana Beach, CA 92075  
(619) 481-4155  
Contact: Ed Pitts

*Fitness Management Magazine* provides information for the profitable management and professional program leadership of adult

physical fitness centers. It regularly features exercise science, marketable programs, management, facilities, equipment and related services. Subscriptions are free to persons having purchasing influence or authority for fitness centers.

**HILLERICH & BRADSBY  
CO., INC.**  
P.O. Box 35700  
Louisville, KY 40232  
(502) 585-5226  
Contact: Susan Riney Clark

Hillierich & Bradsby Co., Inc. is a manufacturer of Louisville Slugger® baseball/softball wood/aluminum bats, fielder's gloves, equipment accessories and Power Bilt® golf clubs, equipment and accessories. Write for more information.

**NATIONAL GOLF FOUNDATION**  
1150 S. U.S. Hwy. 1  
Jupiter, FL 33477  
(305) 844-2500  
Contact: John J. Gaynor

**NATIONAL RIFLE ASSOC.  
OF AMERICA**  
1600 Rhode Island Ave. N.W.  
Washington, DC 20036  
(202) 828-6152  
(202) 828-6153  
Contact: John J. Grubar

The National Rifle Association of America extends technical assistance to individuals and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments and affiliated clubs (rifle and pistol, hunting, etc.).

## SPORTSWEAR

**BLACKBIRD INT'L.**  
1333 E. University Dr.  
Tempe, AZ 85281  
(800) 272-7171  
(602) 966-7384  
Contact: Erin O'Leary

Blackbird Int'l. produces high-tech, state-of-the-art aviation graphics screened onto apparel, wallgraphics and ceramic mugs. Seven separate collections feature

**aircrafts from WWII to Space. Wholesale pricing with quantity discounts available.**

**CHALK LINE, INC.**  
P.O. Box 38  
Anniston, AL 36202  
(205) 238-1540  
Contact: Rich Conroy

Chalk Line offers fashionable, yet functional styling in outerwear and sportswear. This company also has innovative decorating capabilities that include direct embroidery, screen printing, sewn-on patches, tackle twill, mock chenille, and embroidered letters.

**CLIFF ENGLE**  
P.O. Box 158  
Carlstadt, NJ 07072-2809  
(201) 507-0033  
Contact: Ron Morehouse

Cliff Engle, the official licensee of NFL, NBA, MLB and NHL sportswear, offers NESRA members and their employees a 30 percent savings through a "no-cost, no-work, turn-key program."

**GEAR FOR SPORTS**  
9700 Commerce Pkwy.  
Lenoxa, KS 66219  
(913) 888-0535  
Contact: Kirk Kowalewski

Gear for Sports offers a complete line of high quality sportswear: T-shirts, shorts, sweatshirts, polos, jackets, outerwear and warmup suits. We embroider or silkscreen these garments with your company name, logo or create a custom design just for you.

**HIGH FIVE SPORTSWEAR**  
2112 Cotner Ave.  
Los Angeles, CA 90025  
(213) 575-3104  
Contact: Mike Currie  
Joel Serber

**"Custom Clothing—Factory Direct"**  
corporate and promotional apparel including embroidered jackets, fashion fleecewear, sweatshirts, sweat suits, nylon warmups, shorts, Lycra body wear, T-shirts, caps and other wearables.

**SAYINGS FOR YOU, INC.**  
407 Broad Ave.  
Palisades Pk., NJ 07650  
(201) 592-0676  
Contact: Alan Wendorf

Sayings For You, Inc. will imprint anything on wearables, pens, key chains, mugs, plastic bags, buttons, vinyl, leather, etc. We will put your company logo or message on any item. Our service and quality is of the highest standard. NESRA members get special prices.

**SUNBURST SPORTSWEAR**  
859 S. Rt. 53  
Addison, IL 60101  
(708) 629-2700  
Contact: Craig Schulze

Sunburst Sportswear is a supplier of quality logo imprinted sportswear. We carry a wide range of both fashion and basic apparel.

**VELVA SHEEN MFG. CO.**  
3860 Virginia Ave.  
Cincinnati, OH 45227  
(800) 999-0875  
(513) 272-3600  
Contact: Steve Tope

Velva Sheen offers imprinted sportswear including T-shirts, sweatshirts, jerseys, jackets, sweaters and shorts.

## **TRAVEL: CRUISE LINES/AIRLINES**

**CROWN CRUISE LINE**  
2790 N. Federal Hwy.  
Boca Raton, FL 33431  
(407) 394-7450  
Contact: Ruth Young

Crown Cruise Line offers two-night Nassau, five-night Key West, Cancun and Cozumel, seven-night Key West, Grand Cayman, Ocho Rios, Labadee Shores Cruises. Also offers three, four, and seven-night luxury live-aboard dive excursions from Freeport and Nassau. One day coastal and Freeport cruises. All cruises except for dive cruises are out of the Port of Palm Beach.

**THE CRUISE CO.**  
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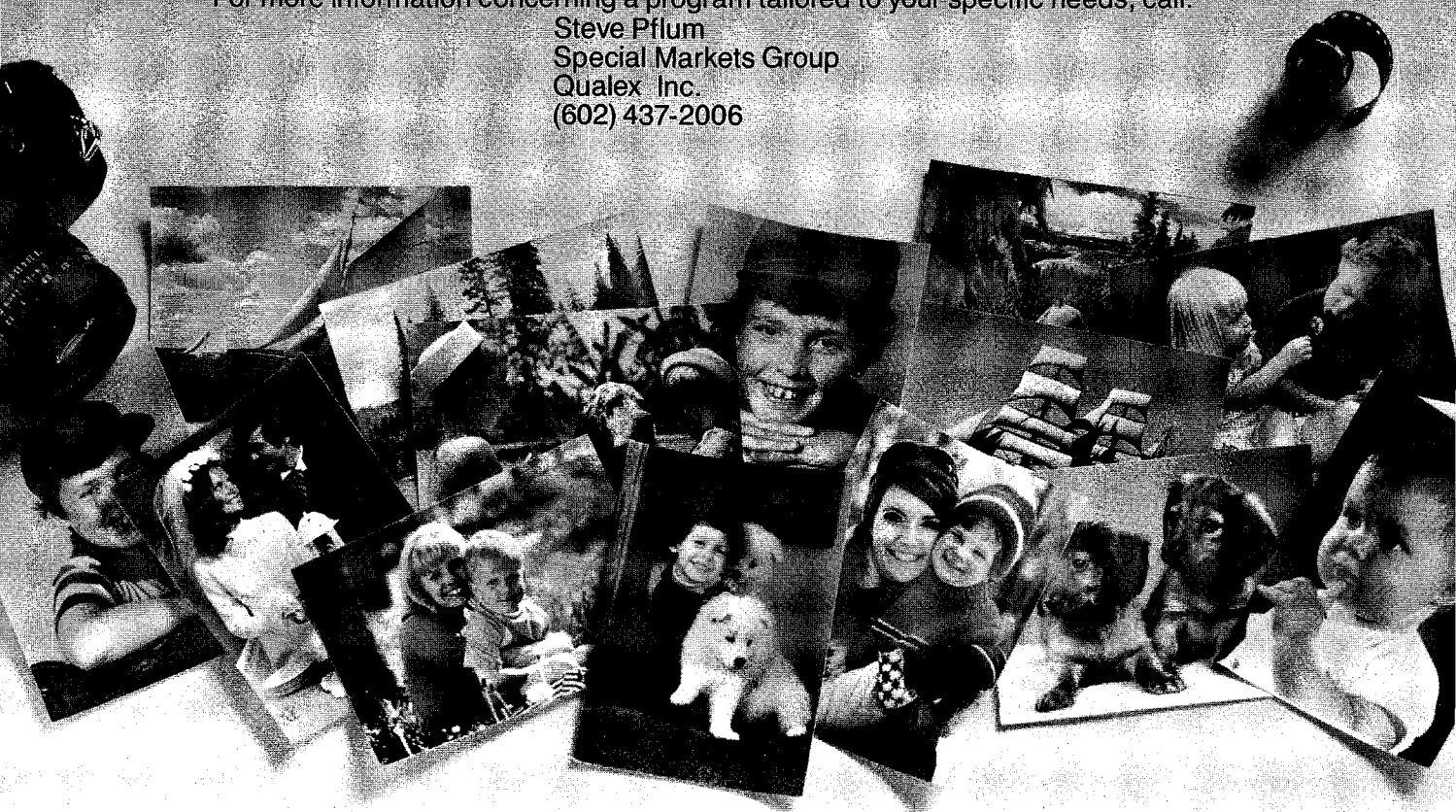
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# TENTATIVE CONFERENCE PROGRAM

## THE 51st ANNUAL NESRA CONFERENCE & EXHIBIT

April 1-5, 1992

Opryland Hotel, Nashville, Tennessee

*"Entertaining New Ideas"*

### WEDNESDAY, APRIL 1

9:00 a.m.  
Registration

5:30 - 6:30 p.m.  
First Timers Hospitality

### THURSDAY, APRIL 2

8:00 a.m.  
Registration

8:00 - 9:30 a.m.  
Regional Breakfasts

10:00 - 11:30 a.m.

#### Conference Opening Session

"The One Minute Manager  
Meets The Monkey"  
Speaker: Hal Burrows

11:45 - 1:00 p.m.  
Certification Luncheon

#### LUNCH ON YOUR OWN

1:00 - 2:30 p.m.  
Special Interest Groups  
(Eight Workshops by  
company size, facilities)

2:00 - 3:00 p.m.  
Exhibitors' Orientation

2:45 - 3:45 p.m.

#### Concurrent Sessions

- 1) "Children's Events on a Shoestring"  
Speaker: Collette Morgan, L.E.R.A.
- 2) "Creativity in Newsletters"  
Speaker: Sandra Hinzmann, SRI Int'l.
- 3) "Chapter Leader Workshop"
- 4) "Employee Store Roundtable Discussions"

Moderator: Sandy Wies,  
Ralston-Purina Co.,

- 5) "Wellness Roundtable Discussions"

4:00 - 6:30 p.m.

#### EXHIBIT HALL GRAND OPENING

7:30 p.m.  
Theme Party

### FRIDAY, APRIL 3

8:00 a.m.  
Registration

#### BREAKFAST ON YOUR OWN

8:45 - 9:45 a.m.

#### General Session

"The Abilene Paradox"  
Speaker: Jerry Harvey,  
George Washington University

10:00 - 11:00 a.m.

#### Concurrent Sessions

- 1) "Software for ES&R"  
Speaker: Arnold Maler,  
Apple Computers
- 2) "Problem Solving" Part I  
Speaker: Joe Bannon,  
Sagamore Publishing
- 3) "Special Event Planning"  
Part I
- 4) Employee Store Track:  
"Merchandising for  
Effective Displays"  
Speaker: Kirk  
Kowalewski,  
Gear for Sports
- 5) Health Track:  
"The Wellness Concept"
- 6) "Chapter Administrators'  
Session"

11:15 - 12:15 p.m.

#### Concurrent Sessions

- 1) "Desktop Publishing—  
The Advantages"
- 2) "Problem Solving" Part II  
Speaker: Joe Bannon,  
Sagamore Publishing
- 3) "Special Event Planning"  
Part II
- 4) Employee Store Track:  
"Expanding Your Store's  
Services" Speaker:  
Bob Pindroh, CESRA  
NESRA 1991 President
- 5) Health Track: "Fitness for  
the Aging Workforce"
- 6) "Selling to the NESRA  
Market"  
Speaker: Chuck Bashian,  
NESRA marketing  
manager

12:30 - 2:15 p.m.

#### MANAGEMENT LUNCHEON

2:30 - 4:00 p.m.

#### Concurrent Workshops

- 1) "Workshop—Less than  
1,000 Employees"
- 2) "Workshop—1,000 - 5,000  
Employees"
- 3) "Workshop—more than  
5,000 Employees"
- 4) Employee Store Track:  
"Is Your Customer Service  
Only Lip Service?"
- 5) Health Track: "Managing  
A Fitness Center"

4:30 - 7:00 p.m.

#### EXHIBIT HALL OPEN

### SATURDAY, APRIL 4

8:00 a.m.

Registration

#### BREAKFAST ON YOUR OWN

9:00 - 10:00 a.m.

**General Session:** TBA

10:30 - 11:30 a.m.

#### Concurrent Sessions

- 1) "Integrating ES&R into  
Community Services"

2) "Retiree Services"

3) "Chapter Session"

4) Employee Store Track:  
"Getting More Customers  
In the Door"

Speaker: David Kneebone,  
Hoffmann-LaRoche

5) Health Track: "Measuring  
the Financial Impact of A  
Wellness Program"  
Speaker: Michael Mercer,  
Ph.D., The Mercer  
Group, Inc.

11:45 - 2:00 p.m.

#### EXHIBIT HALL FINALE DELI LUNCH

Afternoon Free

6:30 - 7:30 p.m.  
Reception

7:30 p.m.

#### PRESIDENT'S DINNER

### SUNDAY, APRIL 5

9:00 - 10:00 a.m.

#### General Session

"High Impact People Skills for  
Your ES&R Career Success"  
Speaker: Michael W. Mercer,  
Ph.D., The Mercer Group, Inc.

10:30 - 12 Noon  
Closing Brunch/Door Prizes

# 51st Annual Conference and Exhibit

## Opryland Hotel • Nashville, Tennessee

### April 1-5, 1992

Full Name (Print) \_\_\_\_\_ Common First Name \_\_\_\_\_

Status: Delegate \_\_\_\_\_ Spouse \_\_\_\_\_ CESRA \_\_\_\_\_ RVESRA \_\_\_\_\_

Company \_\_\_\_\_ Position \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Phone \_\_\_\_\_ Number of Employees \_\_\_\_\_

Is this your first National Conference? Yes \_\_\_\_\_ No \_\_\_\_\_

Expected date of Arrival \_\_\_\_\_ Departure \_\_\_\_\_

#### REGISTRATION FEES: Please circle amount enclosed.

	Prior to 3/1/92	After 3/1/92
Delegate-NESRA Member	\$370	\$395
Non-Member Delegate	390	415
Commercial attendee not Exhibiting	475	500
Spouse	185	195
Student (Includes sponsored functions)	185	185
Retiree	75	75

**SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.**

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA, 2400 S. Downing Ave., Westchester, IL, 60154-5199. Any questions, call (708) 562-8130.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/1/92. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with Opryland Hotel. We cannot guarantee room availability after 3/1/92. NESRA Conference room rate at Opryland Hotel is \$109 (single or double); garden terrace rooms at \$139. Should you prefer to telephone in your room reservation, the number is (615) 883-2211. Be sure to state you are part of the NESRA Conference.

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1 2 3 4 5

# Maximum Benefits for the Small Company

Opening an Employee Store  
requires a minimal investment.

*by B. Kaye Smith*

**S**o yours is not a Fortune 500 company with thousands of employees in several locations. Can your small company of 250-500 employees support an employee store?

For a small company, with a limited advertising budget, an employee store can be an enormous

benefit  
for  
both

the company and its employees. The company's name and logo can be imprinted on nearly any piece of merchandise and circulated by the employees and their families. Through sales of such items, a company can achieve considerable exposure, both in business and community realms. Having a store in place also provides readily available incentives for workers, as well as gifts for visiting customers.

Among smaller companies, the competition for qualified personnel may warrant more attention to employee services. Employees recognize an employee store as a convenience and as a show of goodwill from management. In fact, a store may be one of the most economical benefits a small company can provide for its employees.

If marketed properly among employees and retirees, a small company, one with less than 500 employees, can feature a self-supporting company store. The fact that employees can purchase quality items at substantial savings ensures the success and popularity of the venture. For example, a T-shirt purchased through a traditional retailer can cost between \$10 and \$15, while the same shirt can be offered through a company store for around \$5. As an added benefit, the employee feels that s/he is "part of the team."

The possibility of starting an employee company store is made exciting by all of the location, staffing and operating options an employer has to choose from. For example, Outokumpu American Brass, a leading brass manufacturer in Buffalo, NY, with less than 1,000 employees, began their employee store in 1989 on a trial basis in a 6' x 8' area. The store concept was so popular with employees that it is now operating in a new 12' x 20' space in the cafeteria area of the plant.

A store can even be started in a display cabinet, either movable or stationary. The doors of the cabinet are simply closed and locked when the "store" is not open for business. Even a wall, equipped with display fixtures, can provide the space required to sell merchandise.

Another option is to focus on various seasonal promotions. For example, baseball caps can be printed with the company name and logo during baseball season. During the holidays, a unique selection of gifts can be made available to employees and their families at wholesale prices. Taking the suggestions of employees on what to stock in their store is a great way to kindle interest at the onset of planning.

## Implementation

How do you, the small company, implement an employee store? This need not be a complicated task. A store committee of both production and management can be formed for initial planning, and for overseeing operations. The committee can help prepare research to determine which merchandise to carry. It can also help by offering advice on layout and design and by providing the

manpower to prepare a store for opening.

Opening an employee store does not necessarily mean opening a store with traditional 9 a.m.-9 p.m. hours. In fact, the store does not have to remain open during the entire workday, all week. You may choose to open your store a few hours before work hours and during lunch. You can do this all week or you may start with one or two days a week. Another option is to keep the store open all day one day a week. It is important to make this service accessible to all employees. If you have shift work at your worksite, try to stagger your store schedule to accommodate all shifts.

Some companies choose to have their Employee Services Department run the store, while others ask a Retiree Club to take responsibility for it. Involvement of retirees is good for the image and morale of any company.

An option that many small companies may not be aware of is that there are support services available to help implement plans for an employee store. Those beginning an employee store may wish to contact such a service to help them stock an employee store. These

services usually work closely with vendors and can provide competitively priced merchandise. In addition, these services offer consultation on many aspects of retailing such as design and promotions. One way to access such services is through your NESRA Buyer's Guide.


A support service—one that specializes in "set-up" to "start-up"—can make it easy to operate a store with minimal effort. When choosing a service, look for one that deals directly with suppliers, and has the capacity to buy in quantity to ensure the best prices. The service should also be able to provide a large variety of items and designs from which to choose.

In addition, ask several questions of anyone offering support services in setting up and maintaining a store: Are the minimum ordering requirements reasonable? Are sample products available for inspection? Are the items being offered truly high-quality merchandise?

Be selective when it comes to choosing a service to stock your company store. Special touches, such as personal delivery and on-site inventories, are what distinguish the truly professional services. The

service representative should be knowledgeable about displays and advertising. Some companies may even bring in a display fixturing specialist. Most important, look for a service that will set-up and arrange your store before opening day.

## Conclusion

It's important to research a variety of alternative implementation methods for an employee store. An employee store is a possibility with a small investment of time and space, with very little square footage, using mobile stores and booth stores and by controlling your inventory. You can also tap into expert advice on beginning your employee store. It's always helpful to see examples of small stores too. Take some time to visit other small companies who are enjoying the successful operation of an employee store. You'll find that with minimal effort, you can provide a tremendous benefit for your company, regardless of its size. 

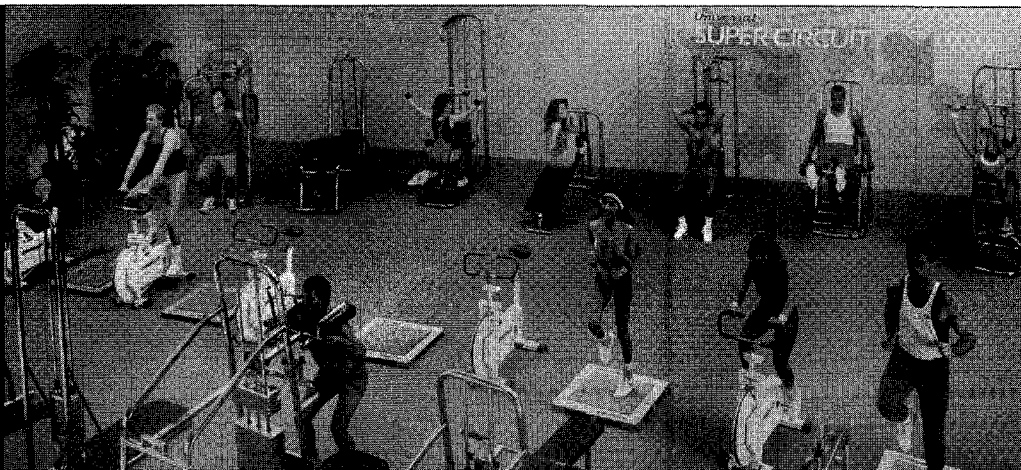
*B. Kaye Smith, a NESRA national associate member, is the owner of The Company Store, a division of MarketAmerica, Tonawanda, New York.*

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# Fitness Abusers

**F**or an untrained or inexperienced fitness professional, identifying a fitness abuser can be very difficult, and dealing with a fitness abuser can be even tougher. The distinction between the dedicated, consistent exerciser and an individual who lets fitness control his/her life can often

be a very fine line. We will try to

distinguish between these types of individuals and offer alternative methods to deal with those who may be considered fitness abusers.

A fitness abuser is someone who causes some type of undesirable condition or situation through adherence to an exercise regiment and does not take steps to remedy the situation. The undesirable condition or situation can range from injury to the deterioration of relationships. There are two basic classifications of fitness abusers: Those who abuse fitness due to lack of knowledge and those who may be emotionally addicted to exercise.

## Education

Lack of knowledge on the part of the exerciser is a main culprit influencing the fitness behavior of individuals. It is extremely important to have qualified professionals disseminating fitness information to your clientele.

The misconception that more exercise is better is one that may influence the fitness abuser. The benefits of exercise is not a linear representation, but alternatively is a bell-shaped curve. The health of individuals is enhanced as exercise intensity increases to a certain level, but above moderate levels the health benefits taper off and can even be adversely effected, according to fitness experts.

Fitness participants who lack the knowledge in the area of injury prevention, treatment and proper exercise protocol can be classified as fitness abusers. Fitness abusers often fail to treat injuries properly or have a distorted perception of the duration, intensity and frequency required to attain a healthy fitness level.

Educational intervention is recommended for fitness abusers who have a lack of knowledge of the physical elements of exercise. Later in this article we will discuss how to deal with these issues.

## Addiction

The theory of fitness abusers being addicted to exercise is one that could be considered controversial. Several studies have identified personality traits as the influencing factor that contribute to fitness addiction. Studies have concluded that certain personality traits may be shared between other addicts such as alcoholics, cigarette smokers and compulsive eaters and that personality traits may contribute to certain types of injuries in runners.

A controversial study by Leehey, Shisslak and Yates suggest that compulsive runners and anorectic patients share the same personality traits. This study concluded that both groups are high achievers, upper middle class, have austere personalities and lead extremely self-disciplined lifestyles. It is important to note that only a small percentage of exercisers would fall into this classification, as do a small percentage of dieters.

Another study by Paul M. Valliant, Ph.D. looked at personality traits that may contribute to injuries in runners. He found that injured women runners were more assertive and practical but less disciplined than noninjured female runners. While injured male

Find out how to identify a fitness abuser and how to correct their behavior.

*by Peter Thallner, CESRA*

runners were more controlled and compulsive than noninjured male runners.

Yet another study by Dona M. Kagen, Ph.D. and Rose L. Squires, R.N., Ed.D. found that males who exercised extensively tended to most accurately fit into the addiction profile: Relatively ridged and compulsive. They also found that extensive exercise among women was related to lower levels of compulsion but higher levels of Type-A behavior. Males who preferred solitary forms of exercise over team sports were found to be more compulsive. The more a subject exercised, the more strongly they fit into the addictive personality profile.

## Identification

How can we identify a fitness abuser? The symptoms of a fitness abuser can be physical, reoccurring overuse injuries; or emotional problems with relationships or self esteem. The physical symptoms are the easiest to detect, while the emotional identifiers are more difficult to assess.

The basis for identification of a fitness abuser is a history of multiple overuse injuries. The typical fitness abuser ignores the consequences of injuries and will continue to train despite injuries. In addition, fitness abusers typically do not rest enough and continue to train, running themselves down. The key thing to remember here is that a fitness abuser is someone that continues to exercise while injured or ill and ignores the consequences. This is the factor that distinguishes a fitness abuser from a committed athlete.

Most overuse injuries are related to the action of transferring body weight to a shock-absorbing component of the body. It's common for joint injuries to occur in the lower back, hips, knees, ankles and feet, and for soft tissue injuries to occur such as muscle strains, sprains,

tendinitis and bursitis.

Emotionally based problems in fitness abusers are more difficult to distinguish. The professionals having a good talk with his/her clientele will be able to identify individuals with emotional problems stemming from fitness abuse. Again, the important factor to remember is that the behavior continues while the consequences are ignored.

There are common emotional problems associated with fitness abuse. For example, fitness abusers usually display difficulty maintaining family, professional and social relationships. Exercising becomes such an overwhelming priority, the abuser puts all relationships on hold. Abusers do not only suffer in relationships with others, but they also experience conflict within themselves. They have a distorted body image and they get distressed if they miss a workout. They also push themselves to exercise beyond enjoyment.

## Working With Abusers

How do we deal with a fitness abuser? Generally, as mentioned earlier, educational intervention is required for the fitness abuser that lacks the proper knowledge of accepted fitness guidelines or injury treatment.

For the exerciser that does not know how to take care of an injury, proper guidelines for injury recovery should be followed. Use rest, ice, compression and elevation (RICE) for the first 72 hours after the

symptoms begin. Your fitness professionals should be able to give proper guidelines to facilitate recovery. If the conditions persist, then refer them to a medical professional.

Fitness participants should understand the basic guidelines for exercise. The American College of Sports Medicine (ACSM) recommends a program of cardiovascular, flexibility and strength activities. ACSM's advises participants exercise 3-5 days per week for a 20-60 minute duration at an intensity of maximum heart rate as determined by the Standard Karvonian Equation.

## Conclusion

If addictive behavior is the catalyst for fitness abuse, then, confrontation of the addiction and/or referral to a counselor experienced with addiction therapy is indicated. The fitness professional who picks up on addictive behavior and confronts abusers will likely be put off. In these cases, the patient is required to deal with deeper issues that result in the behavior pattern. In the end, proper referrals to physicians who see exercising patients can result in a decrease in exercise related injuries and mental stress among the exercising population.



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### Standard Karvonian Equation

$$THR = (220 - \text{Age} - RHR) \times (0.6 \text{ to } 0.8) + RHR$$

THR = Target Heart Rate    RHR = Resting Heart Rate

# Selecting Luggage

sports  
bags,  
and

**Y**our luggage can make travel easier and more pleasant and enhance your image. There are many different types of luggage, however most are variations on the basic styles described in this section: The suitcase or pullman, the garment bag or garment carrier, the carryon or overnight bag, the tote, casual or

trunks.

Suitcases, also known as pullmans, range in size from 24" to 36" and are available in three main constructions: Hard-sided, semi-soft, and soft-sided. Hard-sided suitcases are either molded cases made of materials such as polypropylene, ABS plastics, or metal; or box-constructed cases with metal or wood frames on all six sides, covered with materials such as leather, vinyl or fabric. They generally have the added security of combination or key locks. Many hard-sided cases have wheels and pull straps. Hard-sided cases offer maximum protection against impact from the outside.

Semi-soft cases are partially-framed and have soft, slightly expandable tops and bottoms. They are lighter in weight than hard-sided cases, yet offer good protection of contents. These, too, often have wheels and pull-straps.

Soft-sided cases are shaped by the way they are cut and sewn, but usually have some stiffeners or partial frames to help them hold their shape. They are lightweight and are the most expandable, but offer less resistance to crushing or impact from the outside than cases with more solid construction. Soft-sided cases are closed with zippers.

Carryons are small suitcases, sometimes called "underseaters" because they fit underneath the seat on a plane. Carryons vary in size, but

generally don't exceed 22" and are designed for short trips. Many feature inside and outside pockets, more than one packing compartment, and shoulder straps as well as handles. Carryons are made in any of the three suitcase constructions.

Totes are casual, all-purpose bags which are smaller than carryons and come in a wide variety of shapes and sizes. Some totes are designed for travel and match a full line of luggage. The simplest totes look like open-top shopping bags made of fabric or leather. Other totes might feature zippered, waterproof pockets, expandable bottoms, and shoulder straps. Totes can be used everyday, as well as for carryon necessities, as beach bags, or as day bags while traveling.

The basic idea of a garment bag is to permit you to pack your clothes on hangers. Garment bags are designed to hold two to four garments. Garment carriers are portable "closets" that hold 10 or more garments on hangers. Garment bags range in length from 40" for men's suits, to 54" for women's dresses, and 60" for evening clothes.

There are two kinds of garment bags: Simple zippered sheaths (garment covers) that accommodate clothing for a short trip, and more elaborate gusseted bags and garment carriers with greater capacity. These are fold-over bags, generally of a soft material stretched on a frame.

They may feature inside and outside pockets; shoulder straps; tie tapes to hold clothing in place; special hangers which have short necks so that packing space is not wasted; and devices to keep hangers on their tracks. The largest garment carriers may have framed sides and wheels.

There are two kinds of sport bags, those that are designed solely for use with equipment for a particular sport,

Learn the correct terms for luggage and how to select quality pieces.

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Luggage & Leather Goods  
Manufacturers of America, Inc.,  
1991 from their booklet, "How To  
Select Luggage, Business Cases  
and Personal Leather Goods."*

such as golf and bowling bags, and those which are adaptable to many uses for the active or casual life. Multipurpose sport and casual bags include duffels and roll bags, which can have a single top zipper or a three-sided zippered flap.

Many sport bags are customized with water-resistant linings, compartments to separate clean and dirty clothes, spaces for gear such as racquets, ski boots, or athletic shoes. (Be sure to know the size of your sports equipment before making a purchase.)

Camp trunks, steamers, and footlockers are made of metal, hardboard, or wood. Many include removable trays. Wardrobe trunks are fitted with hangers and drawers and, because they stand vertically, when opened, they act as traveling closets.

## Materials

Luggage has many materials and elements of construction in common. In this section, we will examine some of the components that are hallmarks of quality.

Leather has received renewed attention in luggage both for coverings and trims. To clarify the different types of leather, what they're called, and what you can expect from them, the following will be helpful. When shopping, you can tell the kind of leather used by the labeling on tags or stamp on the item.

Top grain or full grain leather is the only part of the hide which can be labeled "genuine leather." It is the outermost layer of the skin and is most desirable because it is strongest, wears the best over time, takes finishing best, and has original animal grain markings to make each piece distinctive and personal.

The underlayers of a hide are known as "splits" because these layers are split off from under the top grain. They usually have a surface treatment simulating the color and

grain of top grain. While split leather is more likely to show wear, it will withstand less strenuous use. Leather goods made from splits are less costly than those made of top grain.

Processed leather is one type of skin or hide made to look like another type, such as calfskin with alligator markings (which should be identified as "alligator-embossed" or "alligator-grained calf.") Leather scraps which are pulverized and bonded with a glue are sometimes called "bonded leather" or "laminated leather"; this is an inappropriate marking.

Many luggage items are covered in fabrics, ranging from natural fibers such as cotton duck, linen, canvas, and jute, to man made materials like nylon and vinyls.

Nylon is a strong, light-to-medium weight abrasion-resistant material used for both covering and linings. Nylon is marked according to thickness of fiber, or denier. The higher the denier, the stronger the fiber.

For durability, nylon luggage should be a minimum 400 denier, woven in a tight construction. If the denier is less than 400, it should be backed by other material such as nylon taffeta or heavy-duty vinyl, to add to its strength. Finer denier nylons are often used for light-weight travel pieces and personal leather goods.

Urethane coatings are sometimes applied to the surface of the nylon fabric to add to its appearance. Coatings like urethane or vinyl make nylon water-repellent and stain-repellent. Among the protective coatings used are Scotchguard®, Zepel®, and Teflon®. Nylon has great fashion versatility as it can be woven in many patterns to look like tweeds, or jacquards, or to combine more than one color.

Vinyl is a moderately-priced plastic material which is used for both coverings and trims. It comes in a wide range of colors, has strong stain-resistance, and can be wiped clean. Vinyl is sometimes treated to

resemble leather; if in doubt, check the labeling on the product.

Edges protect the sides of a piece of luggage. There are four basic types of finishing edges which offer both good protection and an attractive appearance. When edges are "turned," one surface where materials meet is turned completely over all the other edges. If edges are "bound", a separate material is sewn completely over all the edges. In a "welt" edge, a material is sewn between the seams and covers all edges. When edges are "burnished", all edges are cut off uniformly, then colored, and polished.

The handle on a piece of luggage or a business case is one of the most important parts of the case. The most durable handles are mounted using metal, or metal-reinforced bases with a number of rivets, screws, or prongs attached to the frame of the case itself, to increase the load-bearing area.

The stress points for shoulder straps, many of which are detachable, is where they are mounted. Strong hardware and reinforced mounting areas protect shoulder straps from tearing off or snapping out. Gripper pads keep straps from sliding off your shoulders.

Pull-straps are frequently attached to suitcases with wheels. These too should be mounted with solid hardware and reinforced backing to prevent pulling off.

The way a zipper is made and applied to an item, is essential to its lifespan. Zippers are manufactured in three basic constructions: Polyester coils, continuous molded zippers, and metal zippers. The "woven polyester coil" is made by weaving or sewing the nylon coil to the tape. These zippers do not have individual teeth and can take a great deal of pressure. If they do pop open, they can be re-zipped and "healed." "Continuous molded zippers," which do have teeth, are also woven or sewn onto tapes and are extremely durable as well. Nylon zippers can be

died to match luggage and leather goods and are highly flexible.

Zippers made of brass and other metals are made by feeding a woven tape through a chain machine which crimps individual teeth onto the tape.

The way a zipper is attached, and the size of the zipper are important ingredients in the functioning of an item.

Built-in combination locks are most often found on hard-sided luggage and on attache cases. Padlocks and key locks that attach to zipper pulls are used on soft and semi-soft constructions. There are three basic metal lock constructions: Solid brass, die-cast metals such as zinc or steel, and stamped. Solid brass and die-cast locks are a solid mass of metal, often plated for appearance or durability. Stamped hardware is formed from a flat piece of metal bent into the desired shape. Solid hardware is usually sturdier than stamped hardware. You can tell how a lock is made by opening it and looking at the underside: If it is stamped, you will see the places where the parts are joined.

Recently, heavy-duty plastic locks made of polypropylene or nylon have become popular. The advantages of plastic locks are that they don't rust and are exceptionally durable.


The way a lock is mounted on a case is an important element in its durability. Locks may be prong-mounted, screw- or rivet-mounted. The more screws or rivets used, the more stable the application. Locks should also be mounted straight so that the two parts meet properly.

Designed to maximize maneuverability, wheels also minimize damage to the bottom of your case. Wheels should be attached to frames with metal backplates and multiple rivets or screws. Wheels are sometimes retractable or removable.

Corners and Feet: To protect luggage from damage, corners are often reinforced with metal, leather, or vinyl. Feet protect the bottom of cases from scratching and scuffing.

## Special Features

Luggage is carefully designed to anticipate a variety of needs. One of the keys to satisfaction is the extent to which each item helps you to organize, and get ready access to your possessions. Special pockets and compartments increase

versatility and save time and trouble. Wide gussets (an accordion pleat on the sides of a case or pocket) create more flexible, accessible storage space. Outside pockets allow you to reach items you need without opening the case. These design features can permit you to use each item in many different ways. 

### Luggage Checklist

- Coverings: Is the covering material tightly woven so it is smooth enough to prevent snagging? Are light colored fabrics treated with water- or stain repellent coatings?
- Construction: Are cases reinforced on narrow sides and at corners? (Sometimes these reinforcements are on the exterior and can be easily see.) Do hard-sided cases close tightly, with no gaps? Do they stay aligned, not wiggle when moved? Do lids of hard- and soft-sided cases stay open so you can pack and unpack easily?
- Stitching: Is stitching even? Is there double-stitching at stress points such as corners?
- Hardware: What is hardware made of? Is it solid brass, die-cast metal or plastic, or stamped?
- Zippers: Do zippers go around corners easily? Are they big enough to help pull a stuffed case closed? Do they stay closed when a case is full?
- Wheels: Does the wheel system handle turns easily? Are wheels solidly affixed? (Wiggle them to check.)
- Interiors: If a case is unlined, are seams smooth to avoid snagging clothing? Are there tie-tapes to hold clothing in place?
- Pockets: Do pockets have wide enough openings and gussets for easy access?
- Garment Bags: Is there a bar supporting the top of the bag? Is it strong? (To find out, flex it and see if it returns to its original shape.) Is there a double track to stagger hangers and maximize use of space? Is there a center bar in the middle of the case to anchor the handle and keep the case from sagging? Is there a pocket or snap to hold the hanging hook so it won't snag or drag?
- Handles, Shoulder Straps, and Pull-Straps: Are the handles comfortable? Are they anchored with prongs, or double screws or rivets to hold them securely? Are shoulder straps adjustable? Do they have non-skid pads to keep them from sliding off your shoulder? Are they detachable? Are pull-straps long enough or adjustable for your height so you can pull your bag comfortably while standing straight?

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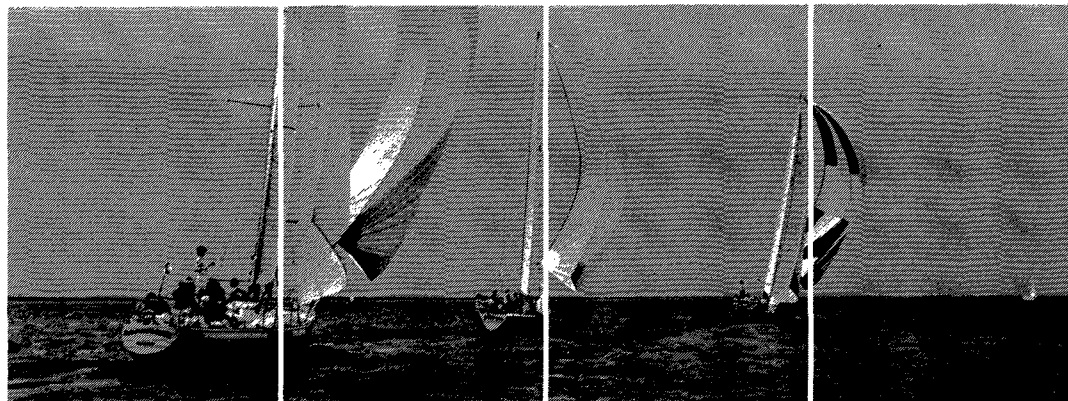
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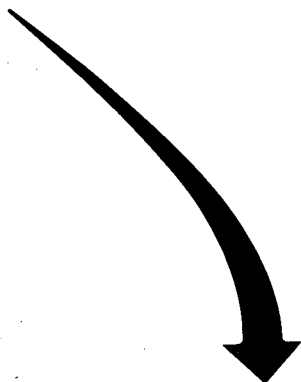
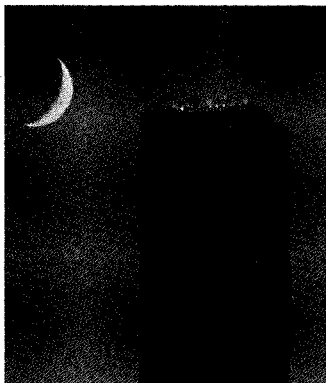
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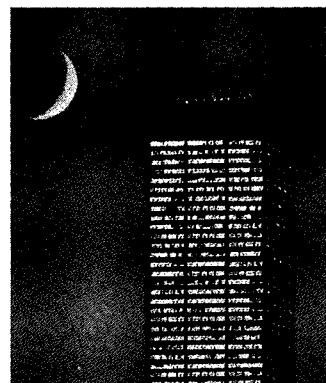
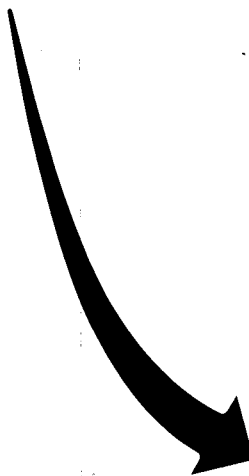
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# EMPLOYEE SERVICES MANAGEMENT

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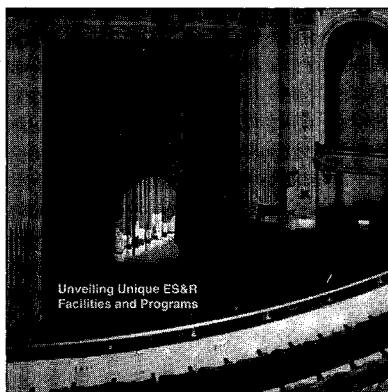
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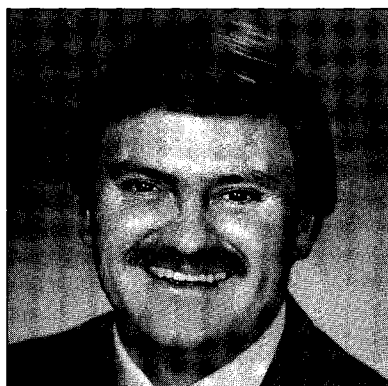




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# EMPLOYEE SERVICES MANAGEMENT

VOLUME 35, NUMBER 1

FEBRUARY 1992

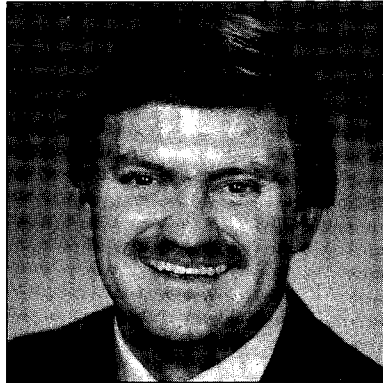
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## Take Time to Save Time



*by Patrick B. Stinson, NESRA Executive Director*

**I** don't have the time" seems to be a popular reason for not participating in chapter or NESRA events. In many cases, it is justified—you are being asked to do more with less, you have family commitments that are difficult to meet because of work/family situations, such as dual career marriages and single parenting, commuting seems to be taking longer or in general, your company signs your paycheck and NESRA doesn't.

Well, it is my contention that you must take the time to save time. NESRA offers many opportunities for you to become involved—the Annual Conference and Exhibit; chapter meetings; leadership positions—at the chapter, regional and national level; local and national committees; and regional conferences. If you take the time to participate in one, two or all of these opportunities, you will save yourself time in the long run.

Perhaps you don't understand how getting involved can be a time-saver. Let me explain. Here are four ways you can save time through involvement with NESRA:

- 1.) Contacts, contacts and more contacts—each conference you attend, each chapter meeting you go to, can build and reinforce a network of contacts. These contacts can be very valuable resources as you take on projects, new activities, facilities, etc. Feel free to call on fellow NESRA members. In most cases there is no need to “reinvent the wheel.” They can offer you access to sample policies, guidelines, etc., and they can inform you of their experiences that have not been successful. This will help you avoid your own potentially time-consuming pitfalls.
- 2.) Resources—from other members but especially from NESRA Headquarters. Our resources cover a vast array of subjects as well as the capability of getting you in touch with somebody who can help you solve a problem, initiate a program or face a new challenge. Of course, in addition, the “Peer Network” in the *Membership Directory* should only be an arm's length away.
- 3.) Suppliers—associate members, exhibitors and advertisers are available to enhance your programs with their products and services. You can also benefit from their own expertise and their involvement with other NESRA members. They represent a great deal of experience as well as creative ideas.
- 4.) Leadership opportunities—whether it's at the chapter, regional or national level, your involvement can increase your opportunities to network and give you the vehicle to guide and lead the employee services profession.

I, like all of you, am a member of a local and national association—an association for association executives. And, like you, I have to set priorities in what meetings I'll attend or what I have time to read. However, it's been my personal experience that the contacts I've made, the friends I've made and the things I've learned not only have saved me time but they've also saved NESRA money.

I've been with NESRA for 17 and a half years. Over these years probably the most common reason people cite for becoming involved in NESRA is because they want to “put back into the organization what they've gotten out of it.” In many cases, this may be true, but it is also my experience that there are other incentives driving members to participate, such as peer recognition, company recognition, resume building, leadership development or—a person simply can't say no to an offer.

I don't know what works for everyone, but whatever the reason, whatever the circumstance, whatever the opportunity that influences you to get involved, I do know the result—you will save time. Get involved! You can't afford not to.

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#### Executive Director

PATRICK B. STINSON

Dear ESM Readers,

I am proud to present the first 1992 issue of *EMPLOYEE SERVICES MANAGEMENT*. It is packed with especially interesting articles which are displayed on a fresh new design.

Aside from appealing articles such as "Unveiling Unique Employee Services and Recreation Facilities and Programs," "How Winners Do It: High Impact People Skills for Your Career Success" and "Another Side to the Parental Leave Debate"—a rebuttal to the Parental Leave article which appeared in the October issue of ESM—this issue also premieres two new departments.

In the "Staff Side" department, members of NESRA Headquarters' staff will keep you informed of how to reap the benefits of being a NESRA member.

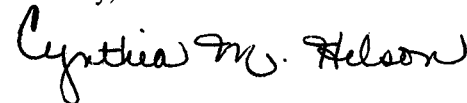
The "Candid Corner" department will present detailed information on specific issues affecting you. It will give you guidelines on whether or not to charge employees fees for participating in ES&R programs, a list of fund-raisers, a formula to prove program justification and much more.

We will continue to bring you feature stories explaining proven techniques for programming for retirees, families and the diverse workforce, using needs assessment surveys, keeping customer service a priority and a vast array of other topics. Throughout the year we will continue to bring you updates on employee store management and health promotion. Every other issue of ESM will introduce either new products or new NESRA Associate Members in our "New Products" and "Buyer's Guide Update" departments respectively.

I redesigned the magazine with busy readers in mind. The contents page has been condensed from two pages to one, making it a quick-reference tool. The titles of departments have been brought front and center and are surrounded by white space to accommodate easy reading. This clear, crisp design draws the reader into the crux of each article.

I hope you enjoy reading the magazine as much as I enjoy putting it together for you. Feel free to call me if you have any questions or comments.

Sincerely,



Cynthia M. Helson  
Editor

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## Employee Recognition

Human resources executives agree recognizing employees for a job well done is important, reports *Human Resource Executive* magazine. The magazine and Jostens, a supplier of performance recognition programs and awards, surveyed 412 human resources executives to find out how they perceive and use performance recognition programs.

The organization's size varied: Less than 500, 8 percent responding; 500-999, 5 percent; 1,000-1,999, 4 percent; 2,000-4,999, 14 percent; 10,000-24,999, 23 percent; and 25,000 or more 18 percent.

Most of the respondents were vice presidents of human resources, 58 percent; and the largest group was in manufacturing distribution, 33 percent; followed by finance, insurance and real estate, 20 percent.

In non-sales performance recognition programs respondents are concerned about the: Award's appearance, program's promotion, formal award presentation, program administration, corporate symbolism, custom-designed awards, opportunity for employees to choose awards, brand-name product awards, consultative support, and custom packaging.

The survey respondents view the following as the top 10 most highly perceived non-sales performance recognition awards:

1. Watches
2. Stocks
3. Cash
4. Clocks
5. Travel
6. Corporate Jewelry
7. Writing Instruments
8. Plaques
9. Certificates
10. Pins with Stones

Seventy-two percent use the awards to recognize employees for years of service, 51 percent for retirement, 31 percent for safety, 31 percent for customer service, 30 percent for suggestions, 28 percent for quality improvement, 28 percent for attendance, 27 percent for productivity, and 22 percent for team building.

## Aerobics Market Update

The recession, concern about injury and general boredom with aerobics has led to a decrease in participation, claims *The Wall Street Journal*. A National Sporting Goods Association study shows that the number of people performing aerobics more than once in the past year has fallen 2.8 percent since 1985, and sales of aerobics footwear in 1990 dropped to 9.8 million pairs from 10.8 million in 1986.

Many women who use to do aerobics now use stair-climbing machines, rollerblades, or other forms of exercise. Aerobics routines, which once were little more than a series of kicks and jumps, have grown more sophisticated.

Step aerobics, which involves stepping on and off an elevated bench has reincarnated aerobics for many people. Another new approach is by the Synergy Studio, Washington, D.C. Its "holistic" approach comes from the spiritual need for people to connect with their bodies. Classes begin with meditative quiet and are designed around four natural elements, such as air, water, fire and earth.

Body & Soul Ministries Inc., Germantown, Md., practices a celestial approach to aerobics. Religious songs are played during class.

Because of the aging of the participants, many aerobic programs have eliminated difficult jumping or kicking moves while focusing on new ethnic beats. Salsarobics Inc., has a Latin-styled aerobics.

Not everyone is convinced that alternative types of aerobics will have a great effect on the market. Nike Inc. is focusing on the versatility of its aerobics shoes. The company says its cross-trainer type shoes have increased in popularity.

## Stress Beaters

Stress is implicated in practically every complaint of the modern world, from equipment downtime to the common cold to absenteeism to sudden death, according to an article in *Fortune Magazine*.

Diseases to which stress has been attributed are hypertension, heart attack, and ulcers. These are quantifiable and since stress isn't their only cause, an increase in them doesn't necessarily signal an increase in stress.

Most people, when asked, say they feel more stressed than they did a year ago. Commutes are longer, highways are more congested. In more families, both spouses have jobs. Upsizings, downsizings, rightsizings, takeovers and mergers, have all caused the corporate world to be turned upside down.

Not everyone finds the same event stressful and some people are protected from stress by buffers. The more control a person feels s/he has over circumstances, the less stress they will feel. A way to ensure stress is to put someone in a job that affords little decision-making power but carries great responsibility or imposes heavy psychological demands.

Most Fortune 500 companies offer employees either an employee assistance program (EAP), a wellness promotion program, or both. Some of these programs concentrate on stress management.

Any company serious about stress management should take the following steps:

- **Audit Stress.** Questionnaires typically ask workers and managers to list conditions they find most stressful.
- **Use EAPs aggressively.** Try to catch stress before it blooms.
- **Examine EAP usage.** Study the usage data that counselors collect: How many employees from what departments are requesting help, and for what?
- **Give employees information.** Employees can't feel in control of circumstances if they lack information.
- **Match employees with jobs they can master.** The least stressed people are those who are working on a task that they have selected—something they really love to do.
- **Be prepared for trauma.** Abrupt and upsetting things happen in offices.
- **Don't forget the obvious.** Managers who want to reduce stress should make sure workers have the tools and training they need to get jobs done.

## Employees' Misdeeds

Tough new federal sentencing guidelines due to take effect soon, call for sentences as high as \$290 million or more, for workers' misdeeds, according to *The Wall Street Journal*. Judges could reduce the sentences for companies that have strong compliance efforts. Many companies are reviewing their

systems for ensuring that workers comply with the law.

A company that cooperates with authorities and has a good compliance program could see its \$10 million fine for fraud reduced to \$250,000 or less. To qualify for leniency, firms would have to have such safeguards as employee training programs, compliance officers, strong auditing practices and systems to ensure that wrongdoing is reported.

## Videotape Interviews

Videotaping an interview allows the interviewer to evaluate the interview in different sequences, says *HRMagazine*. This will allow raters to make more accurate appraisals of the interviewee's behaviors.

One corporate recruiter claims an advantage to videotaping an interview is that during the interview, you may be unfocused, thinking of other work that needs to be done. With the videotape, you can replay it and watch it in a relaxed setting.

Other advantages to videotaping interviews include the ability for the interviewer to:

- Stop and replay important or ambiguous segments.
- Compare the answers of interviewees on the same questions.
- Watch the tapes whenever and wherever they want.
- Evaluate all interviewees the same day.
- Change the order of interviewees.
- Key in on the two or three most promising candidates.
- View and discuss the interviews with other managers.
- Send the tapes to managers at another company location.
- Refrain from the burdensome task of rigorous note taking.

- Monitor interview methods.
- Use tape for interviewing training.
- Provide complete documentation of interviewing practices.
- Lower the total cost of recruitment and selection.

Disadvantages to videotaping are often brought up when the subject is discussed. These disadvantages are that managers are concerned about participants' attitudes, the technical requirements and the costs associated with videotaping interviews.

The attitudes of interviewers and interviewees are crucial to the success of videotaping interviewing. If the participants are resistant, the interview results may be adversely affected.

Videotaping today can be performed easily and unobtrusively. With the aid of a tripod and normal lighting, the quality of videotaping is enhanced.

The increased availability of videotape equipment has reduced the cost of videotaping interviews. The equipment necessary includes a videocamera, videoplayer, tripod, videotape, and a television or viewing screen.

## Training Policies Are Priorities

Businesses are trimming down their organizational charts, bringing in more computers, and being more responsive to customers, in response to tough economic times, says a survey by The Olsten Corporation.

The most popular training programs offered include management and leadership (73 percent), computer skills (64 percent), and customer service (56 percent). Other popular programs include interpersonal skills

development and self-development (covering areas such as time management, success skills, and career development), and quality management.

The survey was of members of The Olsten Forum on Human Resource Issues and Trends, a panel of North American human resource executives from companies ranging in size from the Fortune 1,000 to small businesses. A total of 455 companies participated in the survey, conducted in June, 1991.

In terms of corporate training, most (78 percent) of the respondents have in-house training facilities or programs to handle the skill-development needs of their employees. Seven out of 10 (69 percent) use outside training vendors

or consultants. More than half (51 percent) make use of both in-house and outside training resources.

Other training resources include employee-to-employee instruction (70 percent), local schools/college programs (67 percent), and self-training manuals or software (56 percent). About one out of 10 make use of programs conducted by associations, government agencies, and personnel service firms.

### **Hotel Rooms Convert To Offices**

Guests at a soon-to-be-opened London hotel will be assigned private, direct-line phone numbers

and personal fax numbers for in-room facsimile machines, according to *Crain's Chicago Business*.

These guests will also receive supplies of personalized business cards and stationary with their "in residence" numbers. Bedside world clocks, briefcase-size room safes, a state-of-the-art business center and 24-hour butler service will be among the amenities.

Catering to the needs of business travelers has become a priority for the hotel industry.

Other "perks" at hotels include: A service allowing members to pre-register by phone, go to a special desk when they arrive, present a credit card and pick up their room key; video check-out and other express systems are commonplace;

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luggage checked directly from the hotel to the plane; stretch Mercedes limos and Bentley Turbo R sedans equipped with fax machines, telephones, and CD players for rides to and from the airport; Executive suites with separate areas suitable for office work or small meetings and cost only slightly more than regular rooms; and multiple phone lines, and hookups for computers, modems and fax machines.

Bedside gadgetry is also proliferating. Some overseas hotels have buttons in the headboards enabling guests to operate blinds, lights, etc. TVs are also acting as message centers, with some hotels offering video message review and video breakfast ordering on the in-room TV.

Probably the biggest advance is in voice mail, where callers can leave communications of any length in any language, while guaranteeing recipients accurate and confidential messages.

## Dieting and Heart Disease

Yo-yo dieters who go through life taking off weight and putting it back on appear to significantly increase their risk of dying from heart disease, a study found, according to *The Chicago Tribune*.

The study found the risk of dying from heart disease is about 70 percent higher in those with fluctu-

ating weight than in those whose weight stays reasonably steady.

The study considered people to have fluctuating weight if they had one or two big weight losses and then put it all back on, or if they stayed relatively slim but had many smaller fluctuations. It did not determine if a few large fluctuations are better or worse than lots of smaller ones.

The study concluded the danger of yo-yo dieting to the heart may be about the same as staying fat. It also showed men with fluctuating weights have nearly twice as high a risk of dying from heart disease as do those with stable weight. Among women, the risk is about 50 percent greater. The fluctuating weights among people studied probably resulted largely from dieting, not sickness.

## A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

☐ Yes! I'd like to send a tax-deductible donation to the NESRA Education and Research Foundation! My donation is for the following amount:

☐ \$25 ☐ \$50 ☐ \$250 ☐ \$500 ☐ \$750 ☐ \$1,000 ☐ other: \$ \_\_\_\_\_

My organization is involved in a corporate gift-matching program: ☐ yes ☐ no ☐ I'm not sure.

Send your donations to the NESRA Education and Research Foundation, 2400 South Downing Avenue, Westchester, IL 60154-5199

Thank you

This study does not advocate giving up dieting, it does suggest a need to focus on long-term weight management.

## The Cost of Depression

To save corporations money in the long run, a recent report encourages them to practice early intervention with depressed employees. This is the focus of a new report by the Washington Business Group on Health (WBGH) and the National Institute of Mental Health (NIMH).

Case studies examined how employee education, management training, employee assistance services, benefit design and management, and the integration of company health-related programs can improve the quality and cost effectiveness of mental health care

delivered through employer-sponsored programs.


"Most depression can be effectively treated," says Mary Jane England, president of the Washington Business Group on Health. "Employers are succeeding by applying new knowledge about depression and other mental disorders to the design and delivery of their mental health benefits."

Each year, 10 million Americans experience a depressive illness. Employers unknowingly experience costly consequences of depression through absenteeism, poor productivity, safety risks, increased disability, and the inappropriate use of health services.

Employer experience makes it clear that the design and management of the health benefit is critical to ensuring that employees and their families get necessary and cost-effective care.

## Wellness Growing

More than 50 percent of a sample of 135 large United States employers now provide health and wellness programs to their employees, reports *Human Resource Executive*. The survey conducted by Towers Perrin, an international employee benefits consulting company, states that these programs sometimes come with financial incentives for lifestyle changes.

The survey reveals twelve percent of those companies surveyed say they intend to offer wellness benefits in the near future. Wellness plans seem to be growing. Between 1984 and 1990, an average of seven employers per year within the sample formed some sort of wellness program. In the first half of 1991, the number of companies starting wellness programs doubled to 14. 

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Turn to page 24 for Conference  
Program Highlights



# Unveiling Unique

## Employee Services and Recreation

# Facilities and Programs

*by Cynthia M. Helson, Editor*

*“Good afternoon ladies and gentlemen and thank you for attending our show. We at NESRA Headquarters welcome you to our sneak-a-peek at unique employee services and recreation activities and facilities. We’ve researched our employee association brochures and newsletters and interviewed ES&R managers to uncover those programs that are a little unusual and those facilities that are distinctive. We’ve done our best to weed out the programs and facilities which are most familiar to you to bring you an unusual variety of programs and facilities. Sit back, relax, allow your creative juices to flow, and enjoy the show.”*

Children's laughter is heard.

*The curtain lifts to reveal an outdoor setting at night. There are two tall trees on each side of the stage. In the center of the stage is a large outdoor movie screen showing a movie about an oversized dog. Just in front of the movie screen is bench seating for about 500 people. These seats are filled with employees and their children laughing and giggling at the dog's antics up on the screen. At times, the sound of crickets permeates the laughter.*

*The lights which have been shining on the whole crowd, narrow as a spotlight shines on a mother and a grandmother sitting on the bleachers. The sound of the children laughing begins to fade.*

"It's hard to believe this amphitheater was built for Cummins Employee Recreation Association here near Columbus, Indiana nearly 30 years ago," says the grandmother to the mother.

"It's really a nice feature of the Cereland Park. This is my first time here. I can't believe how large the park is—350 acres and it's such beautifully wooded land," says the mother.

The grandmother looks at the surroundings "I especially like the berm effect here at the amphitheater. When the amphitheater was first built, it was designed to accommodate live bands as well as to show movies. It's equipped with an elevated platform, dressing room and restroom facilities."

"Has there been many live bands here?" asks the mother.

"Well, in the past we've had a few big-named singers such as the Oakridge Boys and Dotti West. On the fourth of July, we've also had other live bands playing a variety of music for the whole family," answers the grandmother.

"It's amazing that at one time this park served only Cummins employees," says the mother, "but now it serves 40 companies. Without this, I would miss an opportunity to bring my children here. Some of my friends work for companies with employee parks, but I haven't heard of another park with an outdoor amphitheater. It's nice to sit outside to enjoy the evening."

*The sound of the children's laughter gets louder and the lights widen to show them and their parents giggling and chuckling. The curtain comes down.*

*The master of ceremony's voice is heard in the darkness.*

*"We take you now to a scene on Fence Lake, in Northern Central Wisconsin where S.C. Johnson Wax, Racine, Wisconsin, has its Lighthouse Resort, a resort available to employees and their families for a minimal*

*weekly rate, located approximately 6 hours away from S.C. Johnson Wax. This resort offers a few notable features. For example, there is a full-time recreation director who lives on the premises. Let's go now to one of these unique facility features, the boat piers, where Bill Jacobson, recreation director, is checking that there is a rowboat in each pier assigned to each cabin."*

*The curtain goes up and the lights brighten to reveal a backdrop of a blue sky background with well landscaped grounds and family-sized cabins. On the stage is a set resembling a boat pier on the lake. Bill Jacobson is checking that the rowboat at the pier is properly equipped.*

*He looks back to the cabin scene and says "Hello there." I was just getting your boat ready for you." Then a father and his 16 year-old son walk up to the pier.*

"Would you like to use a motor with this boat? We have them available for rent," says Bill.

"Not this time, my son and I want to get a little exercise," says the father.

"Are you familiar with all our boats here?" asks Bill.

"Not yet," says the son who appears as though he wants to get as much adventure as possible from a boat ride.

"Well this pier is assigned to your cabin. The boat here is for your use," Bill says to the father. He continues, "Children 16 and over can use this boat, and if you wish, rent a motor with it. We also have sailboats and canoes for you to use. If you haven't used a sailboat before, you might want to take a sailboat lesson. You can sign up for them in the lodge. Groups can also use one of our Pontoon boats."

"I've seen some ski boats on the lake. It looks like they belong to employees, is there a place for them to dock?" asks the father.

"Yes" says Bill "we have legal pick up and drop off points for skiers too."

*The father and son enter the boat and Bill unfastens it from the pier. The lights focus on the father and son in the boat moving away from Bill on the pier.*

"Dad, this place is pretty cool," says the son.

"It's actually very popular among S.C. Johnson Wax's employees. Your mother said there's quite a long waiting list to get approval to vacation up here." He adds, "I'm really glad your mother's application got approved."

"How do they decide who can come?" asks the son.

"They try to rotate availability to all employees," says the father.

"First preference is given to any employee with five years or more of service and has never attended Lighthouse Resort before," explains the father. He continues, "Preference is then given to employees who have not used the facilities in the two previous summers. Newer Johnson employees, with at least one year's service before June 2, are also considered in the second category. Next preference is given to employees who last

attended 2 years ago. Employees in the various categories are placed with consideration being given to income, dependents, and years of service."

Mom's probably in her glory now, she couldn't wait to get into one of the arts and crafts programs," says the son.

"At dinner tonight she'll probably show off her new masterpiece," says the father.

"Speaking of dinner, Dad, do you know what we're having?" asks the son.

"I'm not sure, but with the well-equipped kitchens and our groceries, it should be a snap to whip something up," the father says nonchalantly.

"I can't believe the cabins are as fully-furnished as they are," says the son.

"Your Mom says they thought of everything when stocking the cabins. Families with small children can also use the playpens and high chairs they have on premise," says the father.

"Dad, it seems like there is a lot to do here. They've got scavenger hunts, canoe races and nature walks. I saw another kid my age at the cottage on our way down here. I think I'll ask him if he wants to enter the canoe race with me tomorrow," said the son as he begins to row the boat at a faster pace, showing his strength.

"While you and your mother stay busy, I'm just going to relax and enjoy myself," says the father sitting slightly back in the boat.

*The son increases his rowing while the father takes in the surroundings and the curtain falls.*



*Through the darkness, you hear the announcer echo: "Join us now as we present our next unusual offering: A Ceramics Lab at Lockheed Employees' Recreation Association in Sunnyvale, California."*

*The Curtain lifts and the lights begin to brighten revealing a bright white laboratory with four long lab tables with wax paper over their large tabletops. Behind the tables and to the left of them, are white steel shelving units about eight feet high with an assortment of boxes and ceramic pieces in them, in the corner is a firing kiln and on the left wall, near the exit of the stage is a sink. At the table, in the center, you see two women dressed in smocks with their hands working clay molds.*

"Hey Mary, what will be your next project?" asks the lady on the right-hand side.

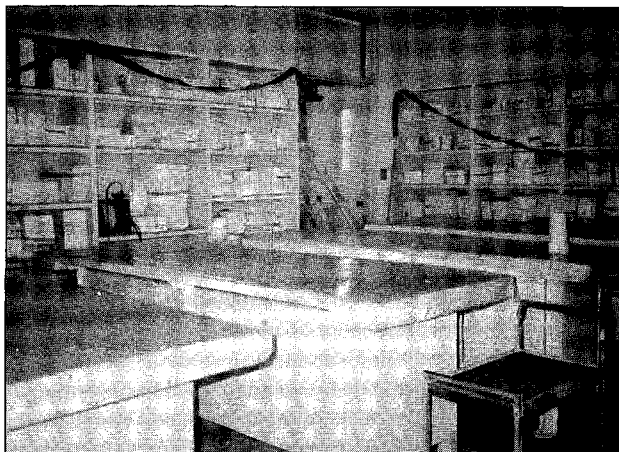
"I don't know, Louise, I can't decide if it will be one of those salsa dishes I saw Sue make or maybe one of those Snoopy banks I saw Candy work on," says Mary.

"I'm so glad I got involved in ceramics here at Lockheed Employees' Recreation here in Sunnyvale, California," says Louise.

"At my old job, I participated at the park district and they only had one kiln and there would be a waiting list

to fire your piece—we have four kilns here," adds Louise.

"We also have 600 molds; pouring tables; an air brush; and equipment accessories for pouring," says Mary. She continues, "Louise, for the first four to six weeks, you'll receive instructions and after that, you'll be on your own. You can use the facility at any time, it is available 24 hours a day."



*The well-equipped Ceramics Lab at Lockheed Employee's Recreation Association in Sunnyvale, CA*

"I think I'm going to like being able to come here after work. It seems like I can make a lot of beautiful things for myself or to use as gifts at a low cost and at a quick turn around time," says Louise.

"Have you ever worked with gem stones before?" asks Mary.

"No, but I did notice there is a lapidary studio here as well," says Louise.

Mary explains, "Actually, it too is pretty well equipped. It has two grinding wheels, two polishers, a large slab saw, and two trim saws. Oh yea, there's also a centrifical



*The Lapidary Studio meets the needs of employees interested in working with gemstones at Lockheed Employees' Recreation Association in Sunnyvale, CA*

casting machine and two burn-out ovens for last wax casting."

"Is that studio open 24 hours as well?" asks Louise.

"No. It's open three times a week and there is a person on duty when it's open to answer questions," says Mary.

"I can't get over all the clubs and opportunities Lockheed has to offer," remarks Louise.

*The two of them bring their molds to the shelf in back, wash their hands in the sink on the left wall and exit the left-hand side of the stage.*

*The curtain falls.*

*The announcer says, "We take you now to Martin Marietta Astronautics, Denver, Colorado."*

*Whineee! Chomp, Chomp. It sounds like horses. The curtain lifts and before you is a scene of green pastures. Pastures that are made to look as though they go on forever. You've heard the horses. Now you see them. There's a variety of them, some a reddish, chestnut color, with the tail and mane the same color, some are Bay, brown horses with black manes, tails and socks and others are white with dark spots.*

*A man dressed in Levis, western boots, spurs, a Ridge Rider Prize Belt Buckle and a western shirt with a V-shaped design accenting his shoulders, rides in on a reddish quarter horse.*

"I bet you're surprised to find us in the middle of a pasture," he says in a calm, but steady voice to the audience. "This land belongs to Martin Marietta Astronautics Group here in Denver, Colorado, and these horses belong to employees of Martin Marietta, members of the Ridge Rider Club, Inc. The company allows members of this club to keep their horses here to pasture." (*Whinee, Whinee.*)

"Easy boy," he says to his horse as he dismounts but holds on to his reigns. He looks at the audience. "I'm Ron Stecker, current president of the Ridge Rider Club, Inc. This is my horse Shyanne. Let me tell you a little about this pasture of ours and about the Ridge Rider Club."

"There are 65 horses on about 2,000-2,500 acres of western pastures consisting of natural grasses and other flora. It is fenced by barbed wire into eight pastures. Horses aren't the only animals living on these pastures. It's also coyote country. The club members have frequently seen deer, elk, rattlesnakes, coyotes, prairie dogs, eagles, hawks, vultures, owls and rabbits. Turkeys and a cougar have also been spotted," he says as he pets his horse Shyanne.

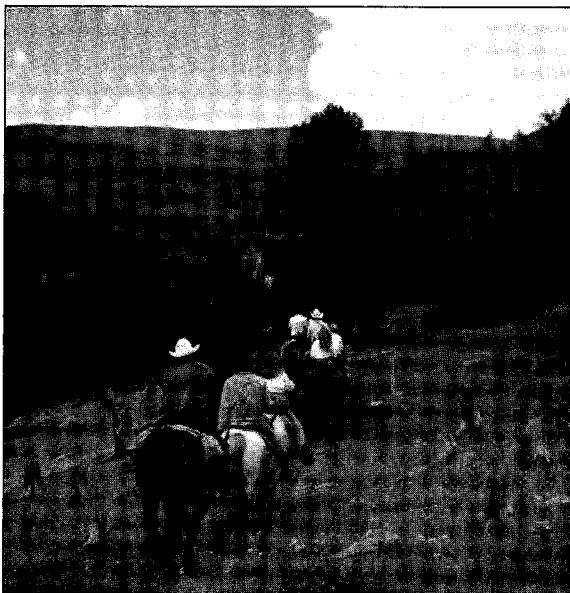
"It's important for us to balance the pastures. Two of them are not suitable for the entire herd and are used for quarantine of new or injured horses or horses in foal. The herd is kept together in one pasture at a time and is rotated through the six usable pastures based on water availability, grass conditions and, in winter, accessibility

by truck for feeding."

"Aside from the pasture, the Ridge Riders Club maintains an arena with a small set of bleachers and a kitchen which has power but no water. We can also use the recreation clubhouse for our monthly meetings." (*Whineee, chomp, chomp*).

"The Ridge Riders Club was designed to encourage the association of people having as a common interest, the appreciation of horses and the development of horsemanship."

"Club members are not only interested in maintaining their horses, but they must also actively maintain their horses' pastures. All members and most of their family members take part in keeping the club running. All work is undertaken by these people. They have work parties to maintain the fences, pastures, trails and the arena. (He extends his hand to point to the left-hand side of the stage.) They also feed horses hay, and in the winter and early spring, buy and stack hay. (He switches his horse's reigns from one hand to another). They are also responsible for staffing activities such as trailrides and horse shows or gymkhanas, which require judges, announcer, starter, food service, timers, arena preparation. Committee members also coordinate the many club family social events such as potlucks, Christmas parties, annual banquets and picnics." (He turns to the right to take in the scenery as he takes a deep breath, then he returns to face the audience.)



*Members of the Ridge Riders Club lead trailrides on trails just outside the pasture property owned by Martin Marietta Astronautics Group in Denver, CO*

"The best part of membership is the ability to keep and ride horses on the beautiful property. It's not all flatland. There are rolling hills, animal wildlife, beautiful red rock formations coming from the ground and we are on the east border of the Rocky Mountains."

"Well, you've caught me on my way back from a trailride through Waterton Canyon, now I'm going to check on the herd before I ride my horse back to where my car is," He pauses. "These animals are really amazing. After riding Shyanne for almost four hours now, I think I've really tired him out but when I take off his saddle, I love to watch him run back to the herd. His tail will be wagging in the wind and he'll run full speed until he catches up with the herd." He pauses and gallops off the stage to the right.

*The curtain closes!*

*"Ladies and Gentlemen, we will take a 15-minute intermission." the announcer's voice echoes.*

**"W**elcome back. We begin the second half of our show with a look at programs generating camaraderie among employees."

*Here we go, the lights and the curtain come up and we are at the ITT Hartford Insurance Company in Simsbury, Connecticut. It seems as though it's business as usual here, as employees work in an office on phones and computers. But wait, as you look closer, you'll notice some of the employees are dressed casual—really casual, in jeans, polo shirts and gym shoes. They're not all dressed casual though. It's still early in the morning and employees are coming in. Let's look at the left-hand side of the stage, where the entrance is. It seems there are volunteers standing at the door collecting money and giving out cartoon character stickers. There's a sign right by the entrance "United Way Dress Down Days."*

*Volunteers greet employees at the door and those dressed casual pay \$1.00 to be donated to the United Way.*

*A spotlight falls on a woman approaching the volunteers.*

She says, "It's so nice to have the option to dress down and help charity at the same time," wearing a turtleneck, a sweater, a pair of jeans and loafers, as she greets the volunteer. She adds, "Be sure to give me that cute sticker to put on my sweater so people know I donated—that teddy bear sticker is so cute—my daughter will love it." She walks past volunteers to her desk on the right-hand side of the stage.

*The spotlight focuses on a man, in business attire, on his way in and he looks surprised to see the volunteers there. He says to the volunteer, Kim, "I missed the notice for dress down days in our newsletter, how long are these days running Kim?"*

"Beginning today, you can dress down for a two-week period in support of the United Way, combined Health Appeal Campaign. We will have another campaign Nov. 11-Dec 6, aside from our usual free Fridays, following biweekly paydays."

The businessman says, "It's just as well I'm in business attire, I have a meeting with an outside client today."

*The lights dim making the people look like shadows as they continue their movement of entering the building, paying their dollar and taking their place at their work station. The spotlight shines on Kim, the volunteer, as she steps to the front of the stage and addresses the audience.*

"Employees can dress casual as long as they don't have meetings with outside persons or organizations or whose supervisor has not made a specific exception for other reasons. Acceptable casual clothing does not include T-shirts, sweat suits or warm-up suits, tank tops, cutoffs or halter tops. Casual clothes cannot be untidy or otherwise offensive."

Kim also informs the audience, "The program costs the employee association \$1,500 a month to provide stickers and promotional pieces. After paying these costs, this unique fund-raiser collects \$7,700 for one month and \$20,000 over two months. The program began in 1990 when about 500 of 1,700 employees participated each day during the designated period. Although the idea of having employees dress casual may not appeal to all management, perhaps the prospect of gaining recognition for raising the most amount of money for charity would appeal to them. That's what appeals most to Hartford's management."

*Kim takes her place back by the door, and she returns to collecting money. The lights brighten.*

Back to the scene, here comes Mike dressed casual. He greets the other volunteer Kelly, "Here's my \$9.00 for the entire two week period. This is definitely less expensive than dry cleaning my suits more often."

*The lights dim as the scene of another effective employee services and recreation program gets hidden beneath the thick stage curtain.*

*Through the darkness, you hear a crowd, mainly of men, hoopin and hollarin!*

*The announcer echoes: "We take you now to a large room in Al and Al's Supper Club very near the Kohler Company in Kohler, Wisconsin." The curtain lifts to uncover a room with 25-30 men and women, Kohler employees, ranging in age from those age 45 to those retired. They're hoopin' and hollarin' as they play cards in groups of four. In each group only three people play and one deals.*

Two men walk on stage from the right side of the stage. One is in his mid 60's and the other about 45. The older one says, "We don't play the usual gin or poker, we're playing Skat (or Scott as it's correctly pronounced). Kohler employees have been playing this game every Tuesday night through the months of September to April since before 1930. It's a game that dates back even further in Germany. The tradition of playing Skat was

brought to the states from Germany and upheld ever since by those participating employees of Kohler."

The younger man asks, "Was the game always played here?"

"When the game was first played, about 40-50 employees participated, as they played in the cardroom in the then Kohler Hotel," responds the older gentleman. He adds, "The game is played today as it was back then with a 32-card deck including 7s, 8s, 9s, 10s, Jacks, Queens, Kings, and Aces."

"Who organizes the club's events?" asks the younger man.

"There is a president for the card club and he coordinates the evening game playing with company-supplied cards, snacks and at the end of the season, prizes. He, in turn reports to Jack Jarvis, manager of the Kohler Recreation Department, who distributes \$250 for Skat."

*As the lights dim to fade away from this scene, the announcer says, "We bring you now to another similar scene at the VFW near Onan Corporation in Fridley, Minnesota as 24 two-person teams have gathered to participate in the annual cribbage tournament. They are in the second of a total of 10 games to be played. The games get interesting as the teams with odd entry numbers rotate from table to table, meeting a new*

*challenge each time." As the participants rotate to their next table, teams exchange greetings and chuckles until they begin their next game.*

An employee, playing at the second table on the right-hand side of the stage tells his partner, "I enjoy playing the game of cribbage so much I try to play it whenever I have the opportunity."

Another employee at the same table says, "I know what you mean because in this game, it's the luck of the draw and you have to use your mind to play what you've been dealt. It's the challenge of the thing."

*The spotlight moves from this table, to the center of the stage where two lady volunteers are standing before a raffle drum. The lady to the right of the drum turns to the lady on the left-hand side and says, "Participants know they have a chance to win the traveling trophy or even a cash prize. Aside from winning the tournament, participants can also win door prizes of items carried in the employee store." She adds, "Prize money is paid from the fee collected to play (usually \$2.00 per head). Participants have signed up and prepaid for this event at the employee store. The A.C.T.I.O.N. group spends about \$200-\$300 on this tournament."*

"Hush," says a man at the microphone. The volunteer on left rolls the drum and the other volunteer draws a card. She walks to the microphone. "The winner is..."

*The characters freeze, the lights dim, and the curtain falls.*



*Three thousand dolls dressed by employees of Bankers Trust Company, New York, NY, decorate the Bank's lobby. Each year the dolls are donated to charity.*

*The audience whispers, some adjust themselves in their seats and others sneak a quick stretch. Then holiday music begins to fill the air, quickly silencing the audience. As the curtain rises it reveals Bankers Trust Company's bank lobby in New York City with a decorated Christmas tree in the center surrounded on three sides with four-shelf displays at least 16 feet long by 6 feet high. The display shelves are entirely filled with dolls. Dolls with fair skin and blonde hair, fair skinned and brunette hair, dolls with dark skin and dark curly hair or dark straight hair. They are all dressed magnificently. There are dolls dressed as brides, aerobic instructors, movie stars, all types of dolls. Their clothes are either crocheted, sewn, or bought.*

A couple enters the stage from the right with their daughter. "Oh, look at all the pretty dolls, Daddy," says the little girl. The father says to his wife, "My friend, Tom Blanco, who is vice president, employee services and activities, says employees dressed 3,000 dolls this year to be given to charity."

The mother says, "I can remember coming here to Bankers Trust Company when I was a little girl to see the dolls. It's such a holiday tradition. I'm so glad we bring little Nancy here."

The father touches the lace on one doll's dress and says, "Tom told me employees first dressed dolls as Christmas gifts back in about 1946 to give to children whose families were struggling because their fathers were at war or did not return. Today these dolls are given to different types of disadvantaged children."

Little Nancy yells from behind the Christmas tree, "Oh Mommy, look at this Bride doll. Isn't her dress pretty and this one looks like she belongs on a farm, and this one..." says the little girl as she goes on pointing to one doll after another.

Turning to her husband, the mother wonders out loud, "I wonder which one will win the contest?" "Aren't they judged in the categories of those crocheted and knitted and those sewn?" They walk over to those dolls on the left-hand side of the tree.

"Yes, they are," says the father. "I think they have some high-caliber judges too like a dean of fashion design, a representative from a sewing pattern company and a costume designer from the opera."

"It must take a lot of creativity and energy to decorate these dolls. How much time do employees get to complete them?" asks the mother.

"I'm not real sure, I think Tom was telling me about distributing them a while back," the father adds. "He did say though, that when employees begin bringing them in dressed up in November, it's really neat to see these 'colorful, pretty, cheerful things popping up.' He says it creates a real 'Espirit De Corps' among employees."

The little girl points to the left of the stage, "Look, there's more dolls over there." She runs off the stage to the left and her parents follow.

*The curtain closes.*

*The announcer's voice echoes in the darkness. Ladies and gentlemen, this concludes our show for this afternoon. We hope you enjoyed our presentation and we hope you bring some of these good ideas back to your workplace.*



### **For more information about these unique facilities and programs, contact the following members:**

Outdoor Theater:	David Weiss Cummins Emp. Rec. Assn. (812) 579-5291
Lighthouse Resort:	Jim Malone S.C. Johnson Wax (414) 631-3901
Ceramics and Lapidary Labs:	Collette Morgan LERA (408) 756-7200
Horse Pasture and Arena:	Lori Sharp, CESRA Martin Marietta Astronautics (303) 977-6605
United Way Dress Down Days:	Anne Jameson ITT Hartford (203) 843-8340
Skat Card Game:	Jack Jarvis Kohler Co. (414) 457-4441
Cribbage Torunament:	Linda Lambert Onan Corp. (612) 574-5782
Doll Dressing Contest:	Michael Blanco Bankers Trust Co. (212) 250-2062

# Employee Services and Recreation Programs are Still G R O W I N G

*A summary of the NESRA Market Survey performed by Research USA, Inc.*

**W**ith the financial support of the NESRA Education and Research Foundation, the National Employee Services and Recreation Association commissioned Research USA, Inc. to conduct a survey of our members to find out more about the various services and recreation programs which companies offer their employees.

Specific areas studied include:

- Types of Recreational Facilities owned
- Physical, Social/Cultural, and Service Programs offered
- Travel Programs
- Discount Programs
- Employee Stores
- Service Awards
- Fitness Equipment purchases
- Operating Budget for employee services and recreation
- Revenue Services

The names used for this survey were selected on an nth name basis from our membership list for a total of 500 names. There were 322 completed questionnaires that were returned resulting in a 65 percent return rate. The information in the survey report is based on these responses. Results are projectable within a range of +6 percent (with 95 percent confidence) for the tables that follow.

The survey results offer good news to employee services and recreation managers. It shows companies are expanding their employee services and recreation programs. Although it may not be an overwhelming explosion, there is a steady rate of growth as companies plan to add facilities and programs. Read the report below to discover more about your fellow-NESRA member and to see which areas of programming are experiencing the most growth.

When estimating how many people use employee services and recreation programs one must consider more than the number of employees employed at an

organization. In nearly half of respondents' organizations, the number of those eligible to utilize employee services and recreation programs far exceed the number of employees employed. These organizations extend the invitation to retirees and employees' family members to take part in employee services and recreation activities. While an average of 2,000 people are employed by respondents' companies at their location, an average of more than 3,200 people per company are eligible for employee services and recreation programs.

All those entitled to these programs and services often have a variety of programs, facilities and services to choose from. The types of facilities owned by the largest percentage of companies are showers/locker rooms (38 percent), picnic areas (20 percent), fitness facilities (20 percent), basketball courts (15 percent), and ball diamonds (13 percent). (See Chart A.)

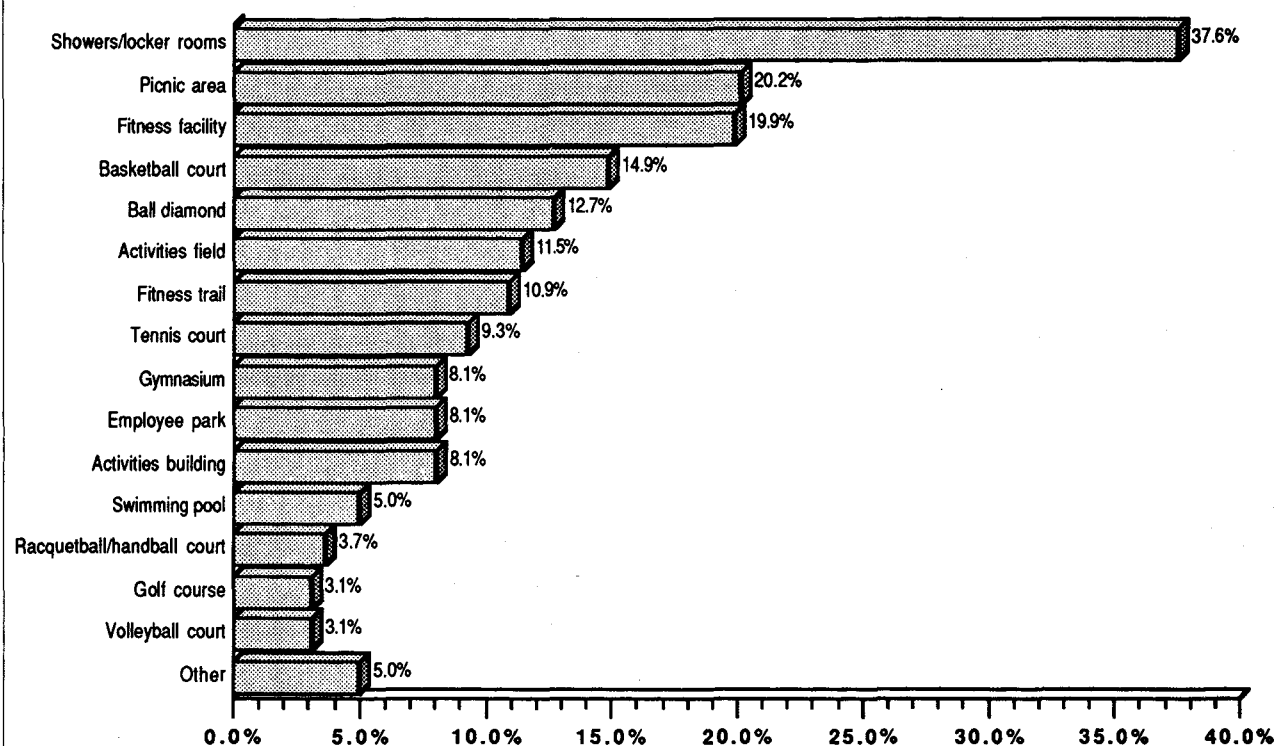
Employees and others make the time to use the facilities. In fact, at most companies, usage of facilities has either increased or stayed the same. There is a demand for even more facilities among companies. Thirteen percent of respondents plan to expand space for programs, and of this group, 60 percent plan to use the additional space for fitness facilities.

Aside from fitness facilities, respondents also plan to add showers/locker rooms (8 percent), trails (5 percent), outside track (3 percent), swimming pools (3 percent), baseball diamonds (4 percent), basketball courts (3 percent), and volleyball courts (3 percent). However, their growth is not only fitness related. Additional space will also be used for recreation, education and other employee services. Respondents' companies have plans to add these recreation facilities: Picnic areas (11 percent), new parks (3 percent), golf courses (5 percent), clubhouses (5 percent), and miniature golf courses (3 percent). They also plan to offer activities centers (8

Chart A

## Facilities Owned

Research USA, Inc.



percent), auto crafts facilities (3 percent), and officer's clubs (3 percent). To better serve employees, some respondent companies are planning to open childcare facilities (3 percent) and cafes (3 percent).

The activities offered by a majority of companies as part of their employee services and recreation programs fall into three basic categories: Physical programs, social/cultural programs and service programs.

Physical programs help employees and other participants remain active and encourage them to maintain a healthy lifestyle. Many of these programs also encourage team-building as employees become teammates and work towards a common goal. The three popular physical programs are softball (72 percent), golf (59 percent) and bowling (54 percent).

Social/cultural programs allow employees to get to know each other in a less formal atmosphere as compared to parties or club meetings. The three most common social/cultural programs are picnics (69 percent), holiday parties (65 percent) and dinner/theatre outings (37 percent). (See Chart B for a broader range of social/cultural programs offered by respondents' companies.) As you can see, respondents' companies certainly make an effort to appeal to a variety of employees' needs and interests.

Employee services and recreation is more than offering facilities and products to employees. It is also servicing the whole person who is the employee. This requires

offering services which help employees conveniently complete their daily tasks, improve their body and morale, and fulfill their need to belong to a community. The three most common service programs available are humanitarian offerings: United Way drives (76 percent), blood drives (70 percent) and First Aid/CPR training (70 percent). Other programs offered are employee assistance programs and retirement planning and many others. (See Chart C for a detailed listing.)

Employees are not only invited to participate in on-site and community happenings but many employees participate in activities in other states and countries as they take advantage of the employee travel programs offered by many of the respondents' companies.

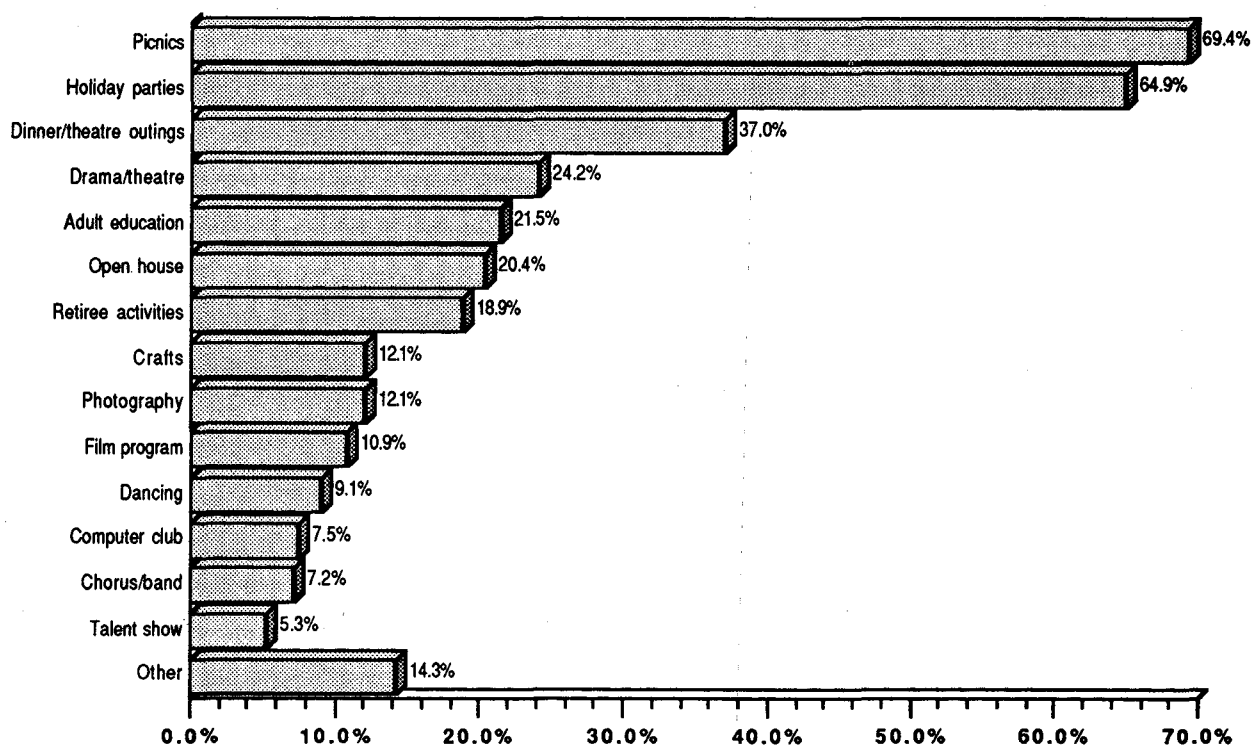
Of 61 percent of respondents' companies offering travel programs, employees can take part in either group or individual trips. Nearly 22 percent of those companies with travel programs make it available for those eligible to schedule individual trips and nearly 18 percent, group trips. The top five destinations are Florida, Las Vegas, California, Caribbean, and Mexico. More than half of these programs offer ski trips (63 percent), bus tours (62 percent) and cruises (52 percent).

Within the past two years, respondents' companies have added several programs. The top three of these new additions are wellness/fitness clubs (10 percent), discounts (6 percent) and health screening (3 percent). It seems as

Chart B

## Social/Cultural Programs Offered

Research USA, Inc.



though the most growth has occurred in the wellness arena and that trend looks like it will continue. Of those companies planning to add programs in the next two years, many of them will add wellness/fitness clubs and health screenings. Again, though, this is not the only area of growth. Just as many companies plan to add discounts and group travel.

## Discounts

Not only are companies making it convenient for employees to be physically and socially active, but they are also making it easier for employees to save money—an average of \$20,500 in 1990. Respondents' companies offer easy-access to savings by providing discount programs and/or employee stores. Nearly 64 percent of companies have discount programs separate from an employee store. Most often, discounts are offered for entertainment/recreation, giftware, sportswear, jewelry and household products. Other discounts offered include fitness equipment/supplies, business clothing, travel, fragrances, food/drinks, auto service, hotels, eye care, books and magazines and greeting cards.

Almost 83 percent of respondents secure discounts with NESRA associate members, 63 percent do so with local suppliers, 31 percent with other national suppliers and 11 percent do so with other sources.

## Employee Stores

About 19 percent of respondent companies have an employee store. The top four fastest-moving product areas within these stores are clothing, tickets, food/drinks and mugs. The next tier of products is film processing, videotapes and greeting cards. The third tier is electronics, eye care, watches/clocks, household appliances. Other items listed as fast-moving products include jewelry, pens/pencils, seasonal items, games/toys, bus passes, figurines, luggage, knives and shoes.

Employee stores offer an average discount of 29 percent and their average inventory is \$36,370. In 1990, employee stores had average gross sales of approximately \$759,000. Over 14 percent of these stores had sales over \$1 million. Over the next two years, new employee stores are scheduled to open in 5 percent of the companies that do not currently have one.

## Financial

Employee services and recreation managers are not always on the supplying end of the supplier/purchaser equation. In 1990, they spent \$145 million on sporting goods, fitness equipment, picnics, theme parties and service awards. Employee services and recreation

managers represent a healthy market for all of these industries.

What kind of funds are employee services and recreation managers working with? The average total operating budget for employee services and recreation is \$142,000 representing a \$425 million market. On average, the largest percentage of revenue (70 percent) for employee services and recreation comes from company contributions. Of this 70 percent, 44 percent receive 100 percent company contribution. Fifteen percent receive 90-99 percent company contributions and 4 percent receive from 70-79 percent company contributions. In addition to the 70 percent of respondents' companies receiving company contributions, 15 percent get funds from employee contributions and the remainder comes from other sources. It appears that a large number of companies financially support employee services and recreation programs in various degrees.

## Conclusion

Employee services and recreation programs are still growing, despite economic instability. Perhaps employers are making a great effort to keep their lean workforces healthy, active and social. One area enjoying a growth spurt is the wellness area as more companies have implemented wellness/fitness clubs and more health screenings and still more companies plan to implement these programs in the next two years. It's no secret companies are encouraging employees to stay healthy in order to reduce the cost of health insurance claims and

coverage. Employers are finding it positively affects their bottom lines to invest money up front into wellness programs rather than pay the cost of health care later.

Wellness programs are not the only expanding area. Companies are continuously adding to the number of suppliers offering discounts. Discounts have certainly gained enhanced recognition during these rugged economic times. The type of facilities and programs scheduled for additions are leaning towards more family-oriented facilities and programs such as picnic areas, activities centers and new parks, group travel and employee stores and day care.

Although many companies may be tightening their belts, these statistics show a substantial 70 percent offer some financial support for employee services programs. With the number of employees decreasing in some companies, the ability for these employers to work as a team magnifies. Employee services and recreation programs can and does build these teams.

There is growth in employee services and recreation during a time when employees are clinging to their jobs for fear of being unemployed. It's vital for these core employees to remain healthy, happy and productive. However, when the economy begins its climb again, employees will feel less pressure to stay where they are. Then, employee services and recreation programs will burst with growth as companies use these programs to maintain the interest of their selected employees to keep them from being lured elsewhere.

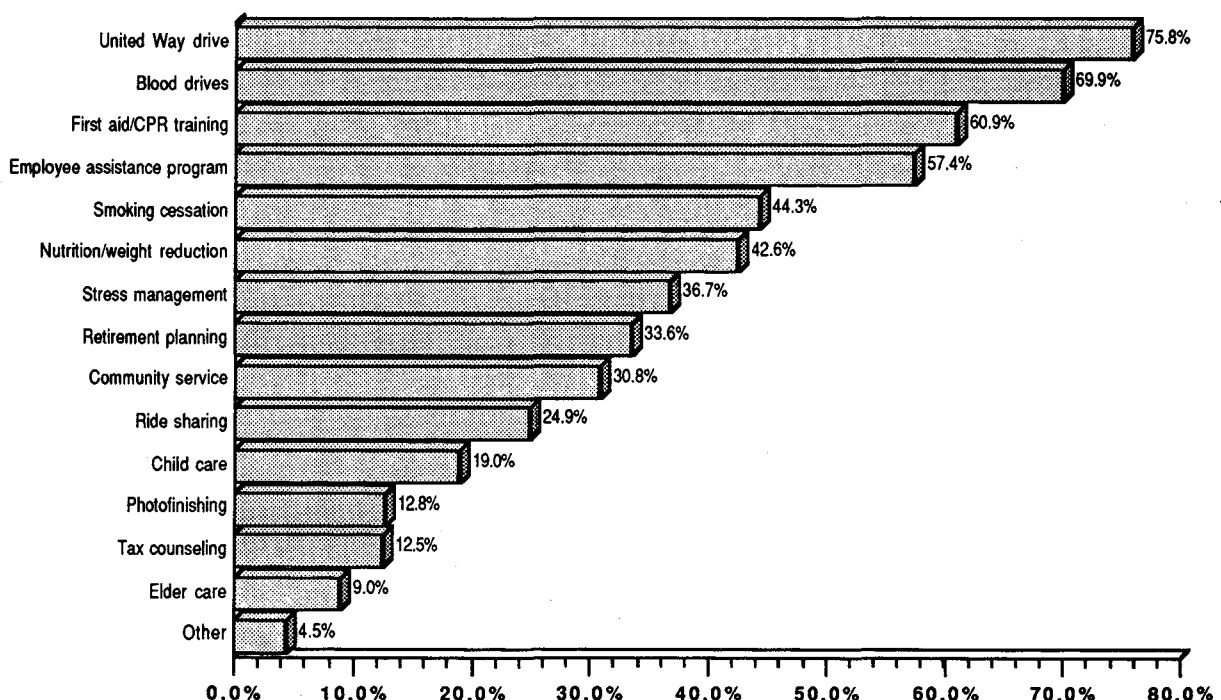
Employee services and recreation programs are recognized by many companies as a unifier during these economic times and in the future, they will serve to maintain productive employees.



Chart C

## Service Programs Offered

Research USA, Inc.



# High Impact People Skills for Your Career Success

by Michael W. Mercer, Ph.D

Look for Michael Mercer, Ph.D., at The NESRA 51st Annual Conference and Exhibit. He will be giving two seminars: "How Winners Do It: High Impact People Skills for Your ES&R Career Success" and "Measuring the Financial Impact of a Wellness Program." Michael W. Mercer, Ph.D., author of the book How Winners Do It: High Impact People Skills for Your Career Success, directs The Mercer Group, Inc., a training firm based in Highland Park, Illinois. He delivers "info-tainment" speeches and workshops at many companies and conferences across North America.



**B**eing Competent in your work plus 50-cents  
will get you a cup of coffee.

Being competent in your work plus making a fantastic impression on the people  
who count will get you a minimum of \$75,000 per year.

—from the book *HOW WINNERS DO IT; High Impact People Skills for Your Career Success*  
by Michael W. Mercer, Ph.D.



**O**f course, the "\$75,000 per year" is a metaphor. Many highly successful people earn less and many earn more. But the fact remains that the more a person impresses the executives, managers and clients who can give him or her career opportunities, the farther and faster the person can progress in his or her career.

*What Interpersonal Skills Prove Most Crucial To Your Career Success?* In entry-level jobs, technical skills prove most important to career success, and people or interpersonal skills play second fiddle. However, as a person advances into higher level positions, the person's technical skills simply are taken for granted. Instead, the

person's "people skills"—interpersonal skills—count more than technical skills.

In other words, as someone moves ahead, what counts most is style and impact. That is the style which you do things and the impact you have on the people who can make-or-break your career.

## Top Six People Skills

Based on research I conducted, and workshops I developed, to put together my book, I found people who advance quickest up the career ladder excel in these six people skills:

1. Quickly making a great impression on practically anyone—"Charm School"
2. Smoothly negotiating, influencing, and persuading—"Constant Salesmanship"
3. "Showmanship"—that is, acting like high-achievers act
4. Conducting highly productive meetings
5. Delivering impressive presentations to any audience
6. Writing crisp, clear memos, letters and reports.

The remainder of this article gives pointers on how employee services and recreation specialists can develop and use these top six people skills for their career success.



**Skill #1: Quickly Making A Great Impression on Practically Anyone: The key to quickly making a great impression is: Humans crave to be around people who seem similar to themselves.**

Two of the many ways high-achievers—winners—make a great impression are by #1: Using the four main interpersonal styles and #2: "Mirroring."

The first technique high-achievers use to make a great impression is acting with each person the same way that person tends to act. This uses the Platinum Rule: "Do unto others as they want to be done unto." High-achievers do this by figuring out which of the four interpersonal styles a person tends to use and then using that exact same interpersonal style when interacting with that person. Here are four interpersonal styles:

1. Results-Focused: "Tell me what time it is. I don't care how you built the clock."
2. Detail-Focused: "Slowly tell me how you built the clock. I'm more interested in those tiny details than in what time it is."
3. Friendly-Focused: "Before we get down to our work, let me tell you about my weekend, family, and friends."

Then, would you tell me about your weekend, family, and friends?"

4. Partying-Focused: "Let's have a good time...Let me tell you a joke...Do you have any jokes to tell me?"

A second tactic high-achievers use to make a great impression is called "mirroring." This means presenting themselves similar to the person they want to impress. They mirror three key behaviors:

1. Body Language: Sitting, standing or using hand and arm movements similar to the person they desire to impress. This subtly makes the other person feel the high-achiever is "in sync" with them.
2. Vocal Style: High-achievers tend to mirror vocal style traits, such as the voice volume and talking speed of the person they want to impress.
3. Attire: High-achievers purposely dress as formally or informally as the person they yearn to appeal to. For example, when an ES&R manager participates in a meeting in the executive suite, it usually proves best to dress rather formally. In contrast, when interacting with employees using the company's exercise facilities, the ES&R manager probably seems more "on the same wavelength" when the ES&R manager dresses more informally.

Why do using the other person's preferred interpersonal style plus mirroring help make a good impression? Because "humans crave to be around other people who seem similar to themselves."

Some people may say this sounds like selling-out. However, a wise French phrase puts this concern in perspective: "A car can go just as far if the car has square wheels or round wheels. The difference is that on round wheels the ride is so very much smoother." The two great impression building methods described above simply provide ways to ride through your ES&R endeavors on "round wheels" rather than on "square wheels."



**Skill #2: Smoothly and Diplomatically Negotiating, Influencing, and Persuading:**

High-achievers often negotiate or persuade using a two-step technique called the *pace-and-then-lead* technique. To pace means to make someone feel comfortable with you. Then, after someone feels comfortable with you, it proves much easier to *lead* or convince the person to follow the actions or ideas you recommend.

Think about it this way: Imagine two people. You feel uncomfortable with one of these people and very comfortable with the other person. Which one would have the easiest time influencing your views or actions?

If you are like most people, the person you feel very comfortable with can influence or persuade you much easier. That expresses a basic fact of human nature.

How do high-achievers persuade, influence, and negotiate? One technique involves using simple pace-and-then-lead responses to objections to your wonderful ideas. For instance, an ES&R professional may advocate to top management that the company promote more employee sports teams. The objection received back from top management may go something like this: "Our company doesn't have money for more employee sports teams! We're belt-tightening, maybe we'll even downsize, so we can't very well pay for sports rather than salaries!"

To such an objection, the ES&R manager may use the following pace-and-then-lead statements:

**Pace:** "Our company certainly does need to watch every penny!" (This would make top management feel you understand its concerns.)

**Lead:** "And we can't let employee morale slip any more. Plus, our employee sports teams mean a lot to many employees, and the cost is pretty low."

Another persuasion technique is the "or" tactic. To do this, simply give the person you want to influence two choices, both of which appeal to you, with the word "or" between the two choices. For example, the "or" technique works great when scheduling a meeting with a hard-to-get-hold-of person. As such, if you and that person need to talk but that person avoids making a meeting date with you, use a strategy like this: "It sounds like we need to meet. I'll be near your office later this week. Let's get together then. Which day is better for you to meet with me: Thursday or Friday?" (Wait for answer of Thursday or Friday.) "O.K. Would you prefer to meet in the morning or afternoon?" (Wait for answer.) "Great! You want to meet in the afternoon. Would you prefer to meet at 2 p.m. or 3 p.m.?"

In the outcome, the "or" technique helps you land the meeting you want on a date and time suitable for both you and the person with whom you want to get together.



### **Skill #3: "Showmanship"—Acting Like High-Achievers Act:**

Part of my research to develop the *How Winners Do It* book and workshops included "shadowing" or tagging along with many high-achievers, as well as quite a few underachievers to see first-hand how they act. I spent full days with each of over 25 high-achievers and also more than 25 underachievers to do this part of the research.

One striking observation is that high-achievers act differently in certain ways than their underachiever counterparts. I called these "showmanship" tactics, and here are some you readily can use:

**1. Positive Attitudes:** High-achievers show a "can-do" attitude more than underachievers. Importantly, positive attitudes also tend to come naturally to most ES&R professions.

**2. Exude Confidence:** Winners act confident more than losers. Imagine you have two employees to whom you could assign a task. One acts unconfident about doing the task. The second acts noticeably confident about doing the work. Which one would you think of first when you dole out career opportunities? Most likely, you would consider the confident one over the unconfident employee.

**3. Seldom Use The Word "Try."** Interestingly, my research showed underachievers use the word "try" eight times per day. In sharp contrast, high-achievers use the word "try" only an average of once a day. That is because there is a major difference between actually doing something and just "trying" to do it. It's like being pregnant: Either you are or you are not; there is no in between. The same goes for "trying." Either you do what you need to do or you do not; no actual result comes from just "trying." So, wipe the word "try" out of your vocabulary!

**4. Compliment Club:** Another first-hand observation: High achievers gave an average of three compliments per day. On the other hand, underachievers seldom, if ever, dispensed compliments. What does this have to do with being a winner? A lot! Picture yourself persuading someone to do something a day or a week or a month or a year after you gave the person a sincere compliment. That person will possess in the back of their mind a warm feeling that you made them feel good. And that sort of memory surely helps them desire to help you succeed, too.



### **Skill #4: Conducting Highly Productive Meetings:**

At the entry levels in a person's career, the person attends meetings conducted by other people. However, as the person moves up in rank, more and more often the person needs to conduct meetings. This puts people on the move into the *ringmaster* role.

In watching high-achievers and underachievers conduct meetings, some startling differences emerged. Specifically, high-achievers prove much more likely than underachievers to do the following when they conduct a meeting:

1. Write a definite meeting agenda
2. Start the meeting on-time or within only five minutes of announced starting time.
3. During the meeting, at least once every 15 minutes, a high-achiever would point out
  - How many agenda items are left to cover in the meeting
  - Amount of time left in the meeting to cover remaining agenda items
4. End the meeting on-time or within five minutes of announced conclusion time.



### **Skill #5: Delivering Impressive Presentations to any group:**

As with meeting leading (Skill #4), the higher a manager goes in his or her career, the more the manager needs to make presentations. These could be speeches, status reports, and workshops. Regardless of how wonderful an ES&R manager's ideas are, executives make important judgments about the manager when he or she speaks in front of a group.

To make top-notch presentations:

1. Prepare: Mark Twain remarked it takes about a week to make a good "impromptu speech."
2. Use Visual Aids: Many audience members take in information better when they hear the speaker and look at visual aids. These visual aids include transparencies, handouts, flipcharts, slides, and short videos.
3. Speak 50-100 percent louder than your normal speaking voice: The louder you talk, the more enthusiastic and exuberant you appear, sound and feel to the audience. Poet William Blake rightly pointed out, "Exuberance is beauty." Plus, exuberance and enthusiasm prove contagious. Since employee services and recreation professionals tend to feel gusto for their activities, this zest needs to come across in their presentations. A louder voice is a simple way to accomplish that.



### **Skill #6: Writing Crisp, Clear Memos, Letters, and Reports:**

Part of observing high-achievers and underachievers entailed examining their business writing, namely, memos, letters, and reports they wrote. Interestingly, high-achiever's writing tended to contain more active

verbs than passive verbs (passive verbs include be, is, are, was, have, and had); subheadings or subtitles; and shorter paragraphs.


Also, high-achievers spend measurably less time than underachievers writing memos, letters, and reports. How do they accomplish this feat? They use the three-step writing procedure known as freewriting:

1. Outlining—without writing or editing
2. Writing—transforming the outline into sentences and paragraphs—without doing any more outlining or editing
3. Editing—sprucing up what they just wrote.

## **Conclusion**

Fortunately, most employee services and recreation managers—or employee services and recreation professionals who aspire to management jobs—greatly enjoy using people skills. My research shows excelling at such skills separates high-achievers—winners—from underachievers. Given these findings, employee services and recreation people would do well to always keep in mind that their technical ES&R skills and knowledge proves crucial, but they are not enough to get ahead. Instead, ambitious ES&R specialists need to develop these abilities:

- Quickly Make a Great Impression
- Persuade, Influence, and Negotiate
- Use "Showmanship"
- Conduct Highly Productive Meetings
- Deliver Impressive Presentations
- Write in a Clear, Crisp Manner

By doing well in these people skills, employee services and recreation experts can do it how winners do it. 

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## **REFERENCE**

Mercer, Michael W., *How Winners Do It: High Impact People Skills for Your Career Success*. Winnetka, IL: Wellington Publishers, 1989.

# NESRA'S 51st Annual Conference and Exhibit

## Program Highlights



**Y**ou'll be "Entertaining New Ideas" at NESRA's 51st Annual Conference and Exhibit, April 1-5, 1992 at the Opryland Hotel in Nashville, Tennessee. This action-packed conference promises to be challenging, stimulating and inspiring with its hard-hitting educational sessions.

This year NESRA will introduce Peer Consulting, a special Exhibit Hall session just for employee store managers and an increased number of workshops.

As a new service for our members, individual peer consultation will be available to attendees upon request. A group of NESRA Past Presidents will lend their expertise on a variety of topics. Look for details when you register.

To enhance the value of the Exhibit Hall for employee store managers, NESRA has set aside time on Friday afternoon for only those who have purchasing responsibilities for their employee stores to enter the Exhibit Hall. Take this opportunity to receive special attention from our exhibitors specializing in employee store products and services.

You can also look forward to additional workshops. We've added more to give you opportunities to learn more from your peers. There's a Chapter Leader Workshop, an Employee Store Workshop, Health Workshop and workshops for all attendees. You'll be meeting with attendees from the same size corporations as your own. You'll have a lot in common with them and you'll be able to exchange ideas. These are ideal networking opportunities.

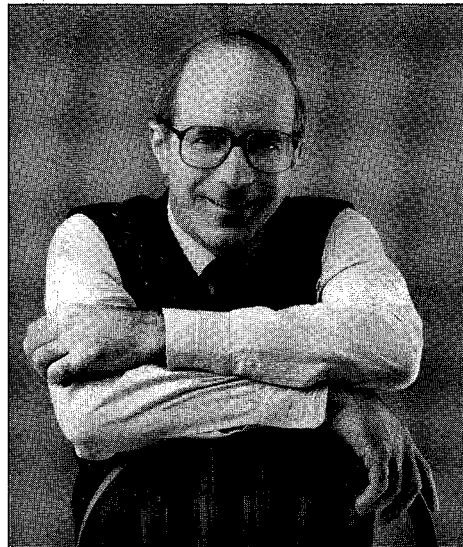
The employee store and health tracks are back by popular demand. These tracks will address the diverse needs of employee store managers and will keep health/fitness personnel abreast of issues in their fields.

The educational sessions are designed to be useful in your variety of workplace responsibilities. There are a host of different topics covered from children's events, to computer technology, to special event planning to retiree programming and much more.

You can't afford to miss this educational opportunity. It's a chance to strengthen your knowledge of the employee services and recreation field.

Take a look at a sample of some of our speakers.

### The One Minute Manager Meets the Monkey



*Hal Burrows*

Have you ever reached the end of a workday feeling disappointed that you accomplished none of the things you planned to do because you spent the entire day reacting to problems created by other people? Do you get results or do you just get tired? Are you so far behind in your work that you don't have time to find out why you are doing it? Is your work interfering with your job?

If you answer yes to any of these questions, you are probably being victimized by organizational "monkeys."

Hal Burrows' presentation will show how each request made of you is a "monkey" headed for your back, and he will discuss how and why we often wind up with more monkeys in our menageries than we can care for, a condition that leads to massive monkey maladies, great consternation among their owners, and considerable problems for our own well-being. He will then demonstrate how to deal with monkeys in ways that enhance their health and our own success.

Few people have had a more positive effect on the way managers manage than Burrows. As a speaker and writer, he is known around the globe for the seminars he conducts and, more recently, for his best-selling book co-authored with Ken Blanchard and Bill Oncken, *"The One Minute Manager Meets The Monkey."*

Burrows successfully combines his academic training in the hard-facts field of physics with his brass-tacks experience as a manager in two Fortune 500 companies and currently in his own company. This fortunate combination, along with his face-to-face meetings with thousands of managers in his seminars, helps him get to the heart of real-life problems facing managers in all kinds of organizations.

In his work with groups from first-level supervisors to company presidents, Burrows is widely acclaimed for his ability to generate enthusiasm among his seminar participants. His innovative and thoughtful approach to teaching makes him a frequent repeat performer at major meetings around the globe.

Another of Burrows' books will be published in the near future; it is entitled, *"Manipulating Your Boss: The Art of Being A Superior Subordinate."*

## Problem Solving in Recreation and Leisure Services

*Joseph J. Bannon, Sr., Ph.D.*

In this two-part seminar, learn specific techniques to make intelligent decisions in difficult situations. This session gets you right into the problem-solving experience, offering valuable skills, knowledge and confidence-building techniques you need to make decisions and meet your responsibilities. You will have an opportunity to interact with colleagues during valuable hands-on exercises that place you in real-life situations. Participants will learn:

1. A problem-solving model for everyday use.
2. To develop the ability to think logically and make sound decisions.
3. To eliminate symptoms and deal with the real problem.

4. To assist subordinates in solving organizational problems.
5. To understand certainty, uncertainty, and risk in decision making.
6. To generate creative ideas that solve problems.
7. To develop techniques that will activate rational fact-finding methods.
8. To effectively prepare presentations for those who must accept your ideas.
9. To recognize viewpoints of others in finding solutions to problems.
10. To understand the importance of setting objectives when solving problems.

Joseph J. Bannon, Sr., Ph.D., is president and founder of Management Learning Laboratories and is the former head of the Department of Leisure Studies at the University of Illinois. Inspiring and motivating, he has conducted classes throughout the world and is a published author on the subjects of problem solving, managing human resources, management by objectives, decision making and delegation. Dr. Bannon has held management seminars for the Armed Forces, public park and recreation departments, and numerous corporations and businesses, and will give you new direction and focus on your problem-solving skills.

## High Impact People Skills for Your ES&R Career Success



*Michael W. Mercer, Ph.D.*

Our speaker wrote the exciting book, *HOW WINNERS DO IT: High Impact People Skills for Your Career Success*. Mike Mercer, Ph.D., has spoken on this topic to

audiences across America. You can hear his "infotainment" presentation at our "Grand Finale" on Sunday, April 5th.

In this lively, speech, you'll learn


- Six make-it-or-break-it skills that separate high-achievers from underachievers.
- Two quick methods to make a fantastic impression on practically anyone.
- Seven "showmanship" actions high-achievers constantly use.
- One crucial method to motivate yourself to achieve more in your personal life and career.

Mercer will also share his expertise on measuring the financial impact of wellness programs as he leads a Health Track concurrent session.

## Measuring the Financial Impact of Wellness Programs

Companies live-or-die by the bottom line. ES&R professionals can play a role in improving corporate profits as more ES&R managers direct wellness programs. Such programs can measurably improve profits, but you need to know how to measure your wellness program's return-on-investment or cost-benefits. This workshop teaches you how to show your company's executives how much your wellness program improves the bottom line. You'll learn a six-step method to measure your wellness program's return-on-investment, and hear examples of successful wellness programs.

Michael W. Mercer, Ph.D., is a nationally known speaker and industrial psychologist with The Mercer Group, Inc. in Highland Park, IL. He wrote the groundbreaking book entitled, *Turning Your Human Resources Department into a Profit Center*. Mercer also wrote the exciting book *How Winners Do It; High Impact People Skills for Your Career Success*. Also, Nightingale-Conant Corporation—the world's most prestigious publisher of audiocassette albums—felt so impressed with Mercer's *How Winners Do It* book and speaking abilities that it had him record a six-tape album on *How Winners Do It*. Mercer also has appeared on over 100 TV and radio talk shows.

This is just a sample of the dynamic general educational sessions planned for you. Review the list of concurrent sessions and register now for this valuable conference. (Turn to registration form on page 28.) 

## Concurrent Sessions

**Applying Computer Technology to Employee Services and Recreation**

**Chapter Administrator's Session**

**Chapter Leader Workshop**

**Chapter Session**

**Children's Events on a Shoestring**

**Creativity in Newsletters**

**Employee Store: Employee Store Roundtable Discussions**

**Employee Store: Getting More Customers in the Door**

**Employee Store: Is your Customer Service only Lip Service?**

**Employee Store: Merchandising and Sales of Imprinted Apparel in the Employee Store**

**Employee Store: Entrepreneuring Within your Employee Store**

**Employee Store: Exhibit Hall open only for Employee Store Buyers**

**Health Track: Fitness for the Aging Workforce**

**Health Track: Getting Participation and Maintaining Interest in your Wellness Program**

**Health Track: Making a Good Fitness Center GREAT!**

**Health Track: Measuring the Financial Impact of A Wellness Program**

**Health Track: Wellness Roundtable Discussions**

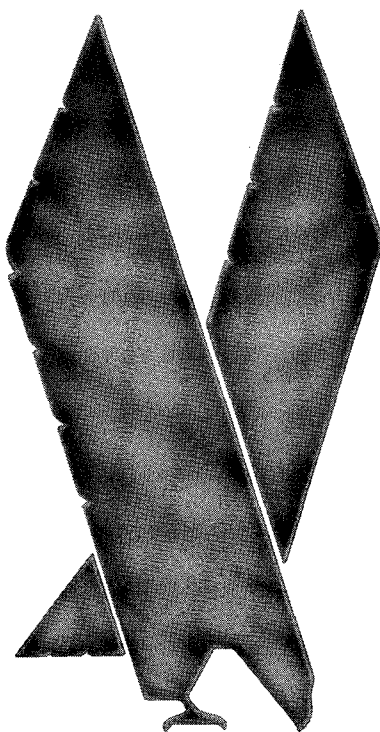
**Integrating Employee Services and Recreation into Community Services**

**The Lure of Desktop Publishing**

**Problem Solving in Recreation and Leisure Studies Part I and Part II**

**Retiree Services: Beyond the Gold Watch**

**Special Event Planning Part I and Part II**



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# 51st Annual Conference and Exhibit

## Opryland Hotel • Nashville, Tennessee

### April 1-5, 1992

Full Name (Print) \_\_\_\_\_ Common First Name \_\_\_\_\_

Status: Delegate \_\_\_\_\_ Spouse \_\_\_\_\_ CESRA \_\_\_\_\_ RVESRA \_\_\_\_\_

Company \_\_\_\_\_ Position \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Phone \_\_\_\_\_ Number of Employees \_\_\_\_\_

Is this your first National Conference? Yes \_\_\_\_\_ No \_\_\_\_\_

Expected date of Arrival \_\_\_\_\_ Departure \_\_\_\_\_

#### REGISTRATION FEES: Please circle amount enclosed.

	Prior to 3/1/92	After 3/1/92
Delegate-NESRA Member	\$370	\$395
Non-Member Delegate	390	415
Commercial attendee not Exhibiting	475	500
Spouse	185	195
Student (Includes sponsored functions)	185	185
Retiree	75	75

**SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.**

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA, 2400 S. Downing Ave., Westchester, IL, 60154-5199. Any questions, call (708) 562-8130.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/1/92. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with Opryland Hotel. We cannot guarantee room availability after 3/1/92. NESRA Conference room rate at Opryland Hotel is \$109 (single or double); garden terrace rooms at \$139. Should you prefer to telephone in your room reservation, the number is (615) 883-2211. Be sure to state you are part of the NESRA Conference.

FOR OFFICE USE ONLY

1 2 3 4 5

NESRA proudly announces another publication in its series...  
***Programming for Employee Services and Recreation!***

Programming for  
Employee Services  
and Recreation

by James Busser

For both the corporation and the employee, workplace recreation and employee services have become of vital importance to the productivity of both. Yet developing, organizing and implementing the best programs for your specific work environment is a greater challenge than most managers and employers are prepared to face.

***Programming for Employee Services and Recreation*** by James Busser provides excellent step-by-step information guiding you through the how to's of each aspect of programming—everything from identifying to evaluating services for your company. This book examines program specifics like:

- Benefits (to corporations and employees)
- Successful examples (from a variety of corporations)
- Illustrations
- Practical applications
- Appendices
- Easily adapted forms

This text serves as an invaluable resource to anyone interested in the provision of employee services and recreation at the worksite. From smoking cessation to childcare to aerobic dance, ***Programming for Employee Services and Recreation*** is an important source of ideas and information to professionals, volunteers or anyone who recognizes the significance of employee services and recreation in the workplace.

**Order Form** — — — — —

Yes! I want to offer the best programs for my work environment! Please send me \_\_\_\_\_ copies of *Programming for Employee Services and Recreation* at \$15.95 each (\$20.95 for nonmembers) plus \$2.00 for shipping and handling.

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_

Total Amount Enclosed: \$ \_\_\_\_\_

Send check and order form to:  
National Employee Services and Recreation Association  
2400 South Downing Avenue  
Westchester, IL 60154-5199  
(708) 562-8130

# Trends In Fitness Equipment

*Discover what types of fitness equipment is being purchased for fitness centers.*

by Al Rousseau

**T**oday's fitness facilities are becoming more sophisticated regarding the equipment they offer their more health-educated members of the 90s. The growth in cardiovascular fitness and its computerization has brought about many changes in not only the equipment but also the training regimes used. These changes have brought on a host of new manufacturers and ideas that have revolutionized the fitness market. In addition to the cardiovascular market booming, many biomechanical updates have come about in the strength equipment used today. What's hot and what's not? Let's take a look and see what most fitness centers are buying today.

## Selectorized Strength Equipment

Certainly one of the most popular equipment today (1990 sales approximately 38 million) is the Cybex strength training line. The Cybex Eagle, as it was originally called, gained recognition because of its close connection to the medical and therapeutic market which boasted its numerous years of research in strength and

rehabilitation. The product, because of its sleek design and sound principles involving strength curves, gained support in the fitness market. In addition, the product's manufacturing and ability to withstand years of use with low maintenance has made it a popular choice today. You will find many fitness centers that provide both fitness and therapeutic facilities have incorporated the Cybex product into their program.

Universal Gym Equipment, Inc. has been a long-standing name in fitness equipment. Another product to consider is NESRA Associate member Universal Gym Inc.'s Supercircuit, which includes 12 machines, six bikes and six joggers.

## Cardiovascular Products

**Treadmills:** Treadmills have to be the most popular cardiovascular product on the market today. The uprise in new manufacturers in the last few years in this category is unprecedented. One of the main reasons treadmills have become so popular is because a wide range of clientele can use them. For instance, you can accommodate your best

runner (speed ranges from 1.5-10.5 m.p.h. and from 0-22 percent elevation) and also your oldest member who can only walk at 1.5 m.p.h. at no elevation. (Universal Gym Equipment, Inc. offers two treadmill models one that elevates and one that does not.)

This year alone several new companies have started manufacturing a treadmill product. The major concern in buying a treadmill is to look for a product that has been on the market for a period of time and has proven itself. The two most durable mills on the block today appear to be Trackmaster and Quinton. One of the important components to these treadmills are the A.C. motors used to power the running belt. The A.C. drive provides a high torque to the belt at both low speeds and high speeds. This allows users from all different body weights to use the treadmill without putting undue stress and heat on the motor.

This heat and stress is what normally causes the majority of maintenance problems with the less durable D.C. motors used in many of the treadmills today. The heat build up eventually causes motor failure which can become quite expensive.

**Stair Climbers:** Stairmaster PT 4000 has become one of the most

widely sold products today in stair climbers. This was the manufacturer that produced the first ever stair climber model 6000 Stairmaster. Since its evolution, the stair climber has become an important tool in fitness facilities. The PT 4000 is a durable product with low maintenance.

**Lifestep 9500 stair climber:** This product has also proved to be one of the big sellers in the stair market. The 9500 is manufactured by the Life Fitness people. This unit also has a good record for holding up in the fitness center setting and it offers a good service and warranty time.

**Universal Gym Equipment, Inc.** offers the Fitstep stair climber. It has a self-starting alternator which runs on stepping power alone and its steps are parallel to the ground to minimize stress to the joints. Its monitor features pulse reading and step height measurements in addition to the usual features.

**Ski Machines:** Certainly the most recognizable product on the market institutionally is the Nordic Track ski machine. This product has proven to

be the most durable for its price range in the health clubs. The Nordic Track Company has recently introduced their latest health club model for nearly twice the price as its original model. The original model was warranted for institutional use, but now the company will only warranty the new higher priced model in the fitness center setting. This product still represents the best quality for its product type and price range today.

## Free Weight Equipment


This type of equipment has now become one of the biggest industries in the health field today. There are numerous manufacturers out there today building these types of products all of which would be impossible to critique in a short article. Some of the key things to remember in purchasing this type of equipment are:

- How long has the company been in business?

- Do they have product liability insurance?
- Do they record and maintain proper parts for future repair?
- Do they use a powder coat finish (long-lasting)?
- Are the frames and welds guaranteed for life?

Some of the manufacturers to consider are:

- |                       |            |
|-----------------------|------------|
| • Cybex               | • In Shape |
| • Body Masters        | • Icarian  |
| • Muscle Dynamics     | • Titan    |
| • Universal Gym, Inc. |            |

When purchasing fitness equipment, be sure to evaluate your needs and to do research on the product itself, its manufacturer and the warranty accompanying the product. 

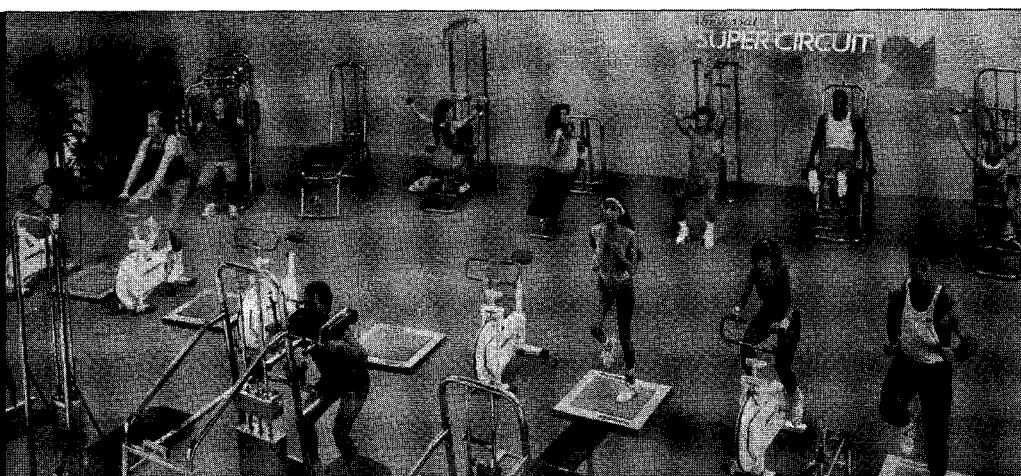
*Al Rousseau is currently the national sales manager at Quantum Fitness Products in Portsmouth, Rhode Island. He holds a masters degree in Exercise Physiology from Southern Connecticut State University. He has also worked as a Corporate Consultant for the past several years regarding wellness programs for employees. For more information, call Al Rousseau 1-800-521-9996.*

**12 machines  
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6 joggers**

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# Point-of-Purchase Advertising: Displays

*Use displays to persuade the customer at the site where the actual purchase takes place.*

by Karen A. Berger, Pace University

**H**eavy retail competition and a busy rushing consumer are key elements in today's marketplace. Today, as never before, marketers are realizing the need for sophisticated, targeted strategies to reach consumers (Edel, 1987). Point-of-purchase (POP) advertising is becoming a major force in this battle.

POP is an element of sales promotion which includes displays and signs for use in the retail outlet at the point of sale (Stumpf and Kawula, 1985). More and more evidence is pointing to the necessary, if not essential, application of POP advertising in a marketer's arsenal (See, for example, Quelch and Cannon-Bonventre, 1983).

Manufacturers can use media advertising as a vehicle to build long-term loyalty and brand awareness. In-store sales promotions, however, are being used as short-term programs to encourage immediate purchase of a product or service (Ulanoff, 1985). POP advertising is one type of sales promotion effort.

Retailers and marketers are increasingly paying more attention to POP advertising as they are realizing the opportunity and need to persuade the customer at the site where the actual purchase takes place.

There are three basic types of POP

tools: 1) displays, 2) signs and the latest addition, 3) in-store media. Each of these plays a different role in the persuasive efforts at the point of sale. All three of these basic types share a common goal: To attract the attention of a potential customer to goods or services and, ultimately, to achieve a sale. For the purpose of this article, we will focus on displays.

POP displays represent the largest of the tools available to the retailer and marketer. There are displays for different time frames (Eklof, 1988). Short-term displays are made of relatively disposable materials, such as foam core and corrugated paper. These displays are intended for use for a few days up to two weeks. A medium-term display is one which is expected to last up to six months and is generally manufactured from semi-permanent materials, such as a mix of foam core and wood. A permanent display is likely to be made of a combination of wood, wire and molded plastic. Importantly, the type of display chosen should be based on the objective of the display program. While permanent displays cost more, they can be viewed as less costly given long-term use. It is important that the decision to use one type of display or another be based on the

kind of retailer, the expected type of support and the nature of the product. Display manufacturers suggest that the marketer meet with the display supplier to identify and resolve key issues. One manufacturer suggests that these include the objective and scope of the program, duration, deadlines, unusual requirements such as size, weight and set-up limitations and other design and retailer issues (Eklof, 1988).

Displays also come in a wide variety of forms: Floorstands, counter units, cut case, dump bin and end aisle formats. The key issue here should be choosing the display which is most appropriate for the business objective. Displays can be used to meet these retailer goals:

- 1) to display extra merchandise.
- 2) to provide added visibility to sale items.
- 3) to help solve out-of-stock problems for seasonal items.
- 4) to cross merchandise related items.
- 5) to stimulate impulse purchase, particularly at the front end.
- 6) to tie-in to manufacturer promotions.
- 7) to sell non-advertised specials.
- 8) to organize product and product assortment through shelf management systems.

## Floorstands

Floorstands are appropriate either for short-term or long-term objectives. Short-term floorstands can be used effectively in stores which have sufficient floor space. Manufacturers can choose to offer a display prepack which is filled with product at the plant and shipped out to retailers ready to set up. Another option is to offer the display separately. Manufacturers with detail forces have more options, since they do not have to rely on retailers to put up or maintain the display.

Short-term displays can contain small or large amounts of the product and can be used for manufacturer promotions at key seasonal times. For example, Vick Chemical Co. promotes the cough and cold season with its special prepack display containing a wide variety of cough and cold remedies.

Floorstands, like the L'eggs Boutique, are more permanent and are useful to provide added visibility for the product and to stimulate impulse purchase. This type of display is appropriate given consumer behavior for this product class. Specifically, consumers are likely to require the "suggestion" of a display to pick up a pair or two.

## Other Displays

Counter units are appropriate for the drug trade and for retail outlets which are small with limited floor space. Counter units are excellent to stimulate impulse purchase, to provide added visibility to sale items and to help move seasonal items.

Dump bins can be used in a variety of types of outlets, but generally require adequate floor space. Dumps are versatile and can be used to meet any display objective. The addition of a riser card makes a dump a

convenient promotional tool. From the point of view of the manufacturer who provides them, dump bins can be relatively expensive if they are refilled with competitive products.

Cut case and end aisle formats can be used to make efficient use of space. In high volume outlets, high volume products can be impressively displayed using a simple stack of cut cases topped with a large sign or riser. A dramatic use of the end aisle location can include multiproduct arrangements of related products.

Displays of related merchandise and cross promotions can have dramatic effects on sales of high margin items as well as loss leaders. Retailers can use this display approach to piggy-back a weaker item with a strong seller. For example, a retailer may pair a nonessential item such as a baby toy, with a good necessity like baby food or diapers (Progressive Grocer, 1989).

Ideally, display efforts should use themes, logos and artwork which are also used for other push and pull efforts. For example, a display may carry a sign with a tag line for its ad campaign.

The rationale behind this approach is that the in-store POP reinforces the advertising message making the "suggestion" to the consumer at the point where s/he can act upon the suggestion. In sum, an integrated approach to media advertising and promotion up and down the distribution channel can maximize the selling potential of a product or product line.

## Conclusion

POP advertising crosses the boundary between advertising and promotion (Stumpf and Kawula, 1985). While brand loyalty in some categories is built through media advertising over the long-term, the

high proportion of impulse or unplanned purchase to planned purchase suggests that in-store promotions can have a strong effect on the average consumer's choice of purchase. Further, there is some evidence that promotions may influence consumers who under non-promotion circumstances would have a very low probability of buying (Neslin and Shoemaker, 1989). Importantly, POP advertising represents a chance to reach and inform and persuade the customer almost at the final moment of purchase. This is particularly crucial given the demographic trend which shows consumers to be in search of simplified, convenient ways to improve the quality of life (Nielsen, 1989).



*Reprinted with permission from the Point-of-Purchase Advertising Institute, 66 North Van Brunt Street, Englewood, NJ 07631, (201) 894-8899, from "The Rising Importance of Point-of-Purchase Advertising in the Marketing Mix"*

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# Another Side To The Parental Leave Debate

Good Policy, *Needed* Mandate

This article responds to an article that appeared in the October, 1991 issue of *Employee Services Management*: "Parental Leave—Good Policy, Bad Mandate."

by Michele A. Collet Kriz, APR

In the October, 1991 issue of *ESM*, a lawyer who works for the National Association of Manufacturers, (an association which actively campaigns against the Family and Medical Leave Act of 1991) argued against the Family and Medical Leave Act of 1991. This Act would apply to employers with 50 or more employees, covering approximately 5 percent of private sector employers. It would require covered employers to grant up to 12 weeks of unpaid leave to employees for childbirth, adoption, or family medical emergencies. A physician would be required to certify the emergency as requiring the presence of the employee-family member, and during such leave, employees would not lose their health insurance coverage or their job.

After I read the October article, I sent a letter to the editor, protesting the fact that the article had not been labeled an opinion piece or editorial. I suggested *ESM* might want to present another viewpoint. I did not expect them to ask me to write that piece. I am not a lawyer, benefits or human resources expert. I am a parent who thinks the time has come for American businesses to follow the lead of such thought leader employers as IBM, in acknowledging

and accommodating employees' family emergencies on a fair and equitable basis. Here are my thoughts on some of the arguments cited in Diane Generous' piece.

First, Generous suggests that small businesses would be "harmed most" by this bill. But small businesses would be, to a large extent, exempted from compliance. The threshold is 50 employees or more, and it is estimated the bill will exempt 95 percent of private sector employees, (based on a General Accounting Office Study published in 1989 per Senator Dodd's office).

Generous also suggests this is legislation very few would want or use. If that is true, opposing it based on economic arguments—as she also does—makes little sense. What does make sense is comparing the concept of this bill to the Pregnancy Discrimination Act of 1978. Generous writes, "Few would argue with providing new mothers leave after they give birth—and most companies do this already, frequently on a paid basis." This is not exactly correct. Despite that legislation, most women still have no paid leave for pregnancy or childbirth, according to a recent report by the National Research Council (NRC), an agency of the Nat'l. Academy of Sciences.

Those who oppose the Family and Medical Leave Act of 1991 continue to put forward the same arguments, many of which were repeated in Generous's article: A "headache" would qualify as a serious illness (Most physicians do not call a typical headache a serious illness.); That parents would take this unpaid leave one day at a time, with no notice.

As a parent, it's my experience that most family medical emergencies don't give you much notice. And in any case, a one day emergency would certainly be easier to work around than a five day emergency. Plus, from the studies I've seen, much corporate sick leave use is also unscheduled and taken one day at a time, yet most companies survive quite handily.

The NRC's recent report on work and family policies in the U.S., previously referred to, was issued on October 10, 1991. Among its findings: One half of all workers are primary caregivers for children, elderly parents or other dependent family members; fewer than one third of all workers have a spouse at home full-time; and one third of all workers have no paid sick leave. For these workers, a family crisis can become an employment crisis. In a country where the top levels of

business are dominated by men, the problem may be that those in a decision-making capacity, to use a new cliché, "just don't get it," because they don't have the problem. They may have a spouse at home, or the money to provide safety net care, in the case of a family medical emergency. The majority of American workers are working without such a safety net.

When family leave isn't an option, a family crisis becomes an even greater source of family stress. The NRC study concludes "Employers should be expected to share the responsibility of making it possible for workers to do justice to both their jobs and their families." The Family and Medical Leave Act of 1991 is one way that employers could provide such accommodations at minimal cost.

The fact is that most employees will continue to use paid leave before any available unpaid leave, for clearly economic reasons. No realist in today's economy believes people who cannot afford safety net care in a family medical emergency, will become by desire, a frequent user of unpaid emergency leave. But it is an insult to suggest that only young urban professionals will be able to afford such unpaid leave; many children and adults are quite willing to sacrifice to handle a family crisis. There are times when you can't afford not to be there.

As Generous admits, family leave is a fact of life in just about every other industrialized nation. The U.S. historically has offered fewer social welfare programs than many Western European countries, according to NRC's study report. I disagree with Generous' suggestion that it's because these nations heavily tax their citizens to cover the costs of such leave. More likely, in these nations, family responsibilities are accepted as part of the package an

employer buys into, in societies that consider parenting more than pro-family sloganeering.


In states now offering such leave, studies show it is taken primarily by women. For years, American companies have accepted the fact that traditionally, most male employees brought as part of their package, dependent families in need of primary medical insurance. As women play a stronger and more prominent role in American business, family emergency time also will be accepted as part of the package. Supporters of the Family and Medical Leave Act of 1991, would like to see that day come sooner, rather than later.

The only real goal of that Act is to ensure equal rights when it comes to accommodations for a family medical emergency. Brief unpaid leaves always have been and will be possible for the upper echelon and the favored, and for those who work for thought-leader companies. The Family Leave Act merely requires that consideration be extended on the basis of the emergency, not on favoritism. Remember, this is unpaid leave: Savings could be used to defray the cost of temporary help when existing staff can't be stretched on a short-term basis.

There have been a number of studies referenced in *The Wall Street Journal*, that show the costs of giving such leaves will be minimal. One estimate used by sponsoring Senator Christopher Dodd (D-Conn) was \$4.35 per covered worker, per year—about two cents a day. Two cents a day, per covered worker. If Generous believes that cost is going to bankrupt American business, we're all in serious trouble.

The Family Leave Act also will not set any major precedent in terms of mandated benefits. We already have many other federally- and state-mandated benefits. Nor will it be

unique in addressing only the needs and interests of a small percentage of employees. Many benefits have similar, limited appeal. Educational assistance is one example of a common corporate benefit that generally is used by a very small percentage of employees.

The Family and Medical Leave Act of 1991 mandates consideration and respect that unfortunately, does not now exist. Many parents are excellent, even superior employees. Many companies have found that family emergency leave generates a significant payback in terms of employee loyalty and goodwill. So I politely disagree with Generous: When a parent is forced to leave a child alone in the hospital because s/he'd have to quit to get off work—as many workers would—to my way of thinking, the system is "broke" and does need fixing. Employees may be satisfied with the benefits they have, according to the unnamed study Generous cites, but it cannot be assumed they would not appreciate the availability of unpaid family leave. And if President Bush really understood this issue from the perspective of someone who's been there, he also would support this legislation. 

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*Michele A. Collet Kriz, APR, works for a NESRA member company in Tampa, Florida. She is an accredited member of the Public Relations Society of America.*

-Update on issue-

The Family and Medical Leave Act of 1991 has passed through both Houses but Congressional Leaders are waiting to send it to President Bush. The bill passed the Senate with enough power to override a veto. The House may also be waiting for the bill to gain enough power to override a veto.

## NEW PRODUCTS

### Retirement Travel Guide Available

Retirement Advisors Inc. (RAI) addresses the changing needs of older people who travel in a new guide entitled *Travel*.

This 32-page guide reports on the many ways preretirees can plan vacations and leisure time. It is designed with different budgets and activity levels in mind and includes such trips as spending time on a college campus and tips on traveling abroad.

Other areas included in this booklet are how to find a good travel agent, off-season travel, senior travel discounts, accommodations and tours. In addition, there is valuable information on protecting your property when traveling, money conversion, medical emergencies, and travelers' aid societies.

Single copies can be ordered free of charge if written requests are on organizational letterhead. Bulk rates are available.

For more information, contact RAI, 105 Madison Avenue, New York, NY 10016, (212) 213-8711.

### Sauna Kits

Am-Finn Sauna Company has an easy-to-assemble Cedar Sauna Kit available in over 100 sizes from 4 ft. x 4 ft. to 10 ft. x 10 ft.

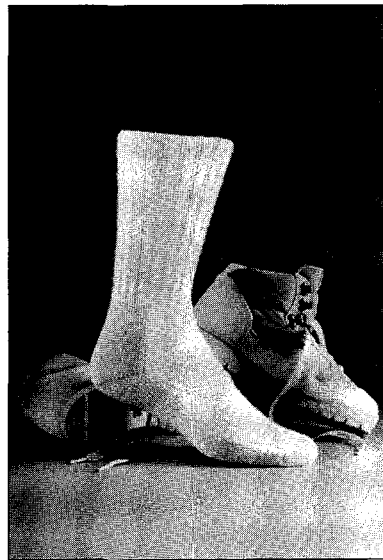
The prefabricated panel system makes it possible to install the kit in approximately four hours. The cedar planks are water and rot-resistant. A stainless steel heater can produce both hot dry air and wet rock steam.

Insulated-safety glass vision panels enable the user to observe outside activities.

For more information, contact

Am-Finn Sauna Co., P.O. Box 810-SF, Valley Forge, PA 19481, (215) 983-3212, outside PA (800) 237-2862.

### Exciting New Sports Socks



Building on its successful series of athletic socks that are customized for individual sports, the Thorneburg Hosiery Company introduces new line extensions to its popular Thor•Lo Padds™.

The Thor•Lo Padds™ line features high-density padding at the ball and heel to protect the foot from the friction and shock common to many sports. This ensures the wearer maximum comfort and protects the foot from injury. Thor•Lo socks are made of Foot Health™ acrylic yarns, which are superior to cotton and wool in transporting moisture away from the skin. These yarns reduce the moisture content on the skin and prevent blistering and other common dermatological problems, such as athlete's foot.

The new products are: BSB Baseball/Softball sock, updated to offer denser leg fabric for better leg coverage. ARX Aerobic Slouch, which protects the feet from vigorous aerobics activities; KLT Light Hiker, an ideal crew sock to wear with lightweight boots; SNB Snow board, an over-the-calf sock which protects the wearer in both hardshell and softshell style boots; and CMC Ultra-Thin Cycling, a mini-crew style sock which features a low-density flat knit at the ball, heel and toes for protection against pressure.

Thor•Lo Padds™ socks are also available in small sizes suitable for children.

For more information, contact Thorneburg Hosiery Co., Inc., P.O. Box 5440, Statesville, NC 28677,

### Book on Keeping Employees Happy

Roger E. Herman, a Certified Speaking Professional (CSP) and a Certified Management Consultant (CMC), has written a new book, *Keeping Good People*. The book is 292 pages and is published by McGraw-Hill. In the book, Herman examines approaches and techniques that address the strongest concerns of today's workforce: Opportunities for professional and personal growth, a comfortable and healthy work environment, increased freedom and flexibility on the job, benefits that respond to modern needs and realities, and a reduction in reporting requirements, paperwork, and bureaucratic red tape.

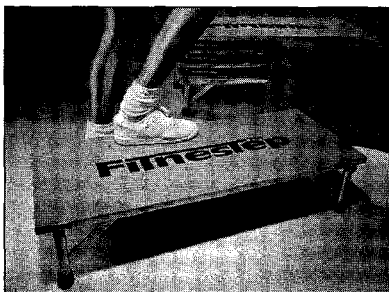
Subtitled, *Strategies for Solving the Dilemma of the Decade*, the guide explores childcare services, workplace safety, flexible working hours, and freedom of choice in such

areas as dress, break times, and vacation periods. The guide examines ways to resolve conflicts and facilitate more open communication, and it tells how to encourage employees while inspiring creativity.

The book also shows how to link performance to rewards and describes how to provide incentives for both personal and professional growth, such as in-house training, outside seminars, and company-supported education.

For more information, contact McGraw-Hill, Inc., Professional Book Group, 11 West 19th St., New York, NY 10011, (212) 337-5945, (800) 2-MCGRAW.

## Takealong Fitness Step



D.D. Chase Associates has developed a folding version of the bench/step, called Fitneste™, which gives a great workout and is convenient. The basic unit is a standard 8 inches high and has a generous area, 14 in. x 36 in., for supine exercises. The unit is expandable to 10 and 12 inches high with optional extensions.

Fitneste™ can be folded down to a thickness of 2 in. and is 15 lbs. for easy handling. Accessories such as carrying bag and leg extensions are

available separately.

For more information, contact D.D. Chase Associates, Inc., P.O. Box 627, Sparta, NJ 07871 (201) 726-0261.

## Tips for Better Photos

*Hot Shots* from Kodak is a colorful mini-book full of ideas for making great pictures. Simple, practical tips are listed in bulleted form and illustrated with line drawings as well as photos made by amateurs from all over the country.

The mini-book's 48 pages gives short, easy-to-read ideas for lighting, film choices, camera care, flash, action and posing subjects. Other illustrations help diagnose what went wrong if pictures are blurry, too light or dark or show other problems.

The book measures 3 1/2 x 5" allowing it to fit into pockets, camera bags and photofinishing envelopes.

For more information, contact Kodak Information Center, Rochester, NY 14650, (800) 242-2424

## Fan Band Shows Spirit

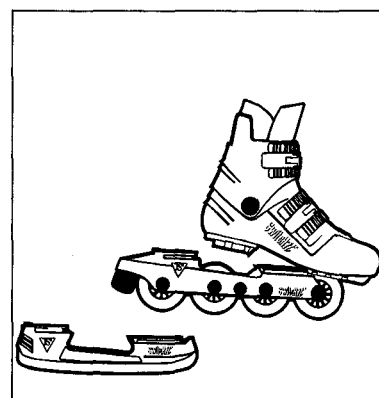
A new product idea is available from the Cleveland Office of Invention Submission Corporation. The Fan Band can be worn comfortably over a T-shirt, sweater or jacket, and will be seen easily while at the game, tailgating, etc. Sports fans can now display team spirit with or without having to hold a banner or placard or purchase costly team jackets and other garments.

The fan band can be offered in an array of team color combinations and with decorative logos. The accessory can be marketed as a fundraising

item for athletic teams, clubs, etc.

For more information on licensing or sale to manufacturers, contact Dept. CB-1658, ISC, 903 Liberty Ave., Pittsburgh, PA 15222, (412) 288-1300.


## Roller Blade/Ice Skate In One



Innovative Sport Systems, Inc. has a patented interchangeable skate design which allows participation in two sports for less than the price of two pairs of skates. All boots have quality liners, hinged ankle joint, and feather-light construction.

The in-line roller skating design features improved roller design and longer wheel base, larger three inch SwitchHit wheel by Sims, exclusive plastic hubs, and a proprietary mag hub design.

The ice blade assembles quickly and easily on and off the boot to be interchanged with any SwitchHit ice blade or roller assembly. The blades can be sharpened while removed from the boot and are made of carbon steel with nickel-chrome plate.

For more information, contact Innovative Sport Systems, Inc., 6507 Cecilia Cir., Minneapolis MN 55439, (612) 941-1916, (800) 321-7948. 

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## CANDID CORNER

*Continued from page 40*

what is actually being offered to the participant and its usefulness; the qualifications of the instructor or leader, and the way a class or activity is structured. How much will a person be willing to give up (cost and opportunity cost) to participate and receive the value? That is the lowest common denominator for determining a fee structure for recreation services. If a person wants to participate in a cake decorating class, that person will weigh the costs, both monetary and opportunity, determine the value for their own situation and decide if the value meets or exceeds the total costs. No two people will view the same situation in exactly the same way. A class may be received well by some participants and poorly by others.

A good way to help determine the cost for any activity is to look at what is available in the open market. At Sandia, there is a goal to offer a class or activity for 20 to 30 percent less than in the open market. An example of this is the calligraphy class. A highly qualified instructor was found and the class offered for \$40 per student. The contract negotiated with the instructor is for an entire series of lessons on an as needed basis. Students can now look forward to instruction from the beginner level through advanced classes. Other classes in the area are offered for \$50. The employees have a good quality class at a good price.

Another example is the Semi-Annual Racquetball Tournaments. The cost is \$10 per person per division. Other tournaments in the area are as high as \$20. The difference is a well negotiated price for facility rental with a local racquetball facility. The facility is then the host for the tournament. The results of this negotiation type of thinking have been very good. The overall program has shown very significant growth while not


requiring extra revenues to pay for the additional services. At the same time the employees are not paying high prices for the services they desire.

Other factors that must receive consideration is the ability of the target population to pay for the services and the cost of any given activity. In a corporate environment, there are people of varied financial situations. A member of company management may be able to better afford an activity that is more costly than a production line employee. If the ability to pay for services is not present, regardless of how good the activity is, participation will be minimal. The ability to pay may influence the amount of subsidy to be awarded for an activity (if subsidy money is available). There are certain activities, that by their very nature, are expensive for participants. For example, corporate money is not the answer to outfit a group of skiers. Yet, company money may be appropriate when paying the entry fee for a company ski team. The only hard and fast rule is that every situation must be looked at individually and the determination made as to appropriateness of using corporate money to subsidize it.

Are all activities equal? In a purely recreational sense, yes. All good wholesome activities, regardless of the cost, have the potential to assist with the recreative and building processes that everyone needs. However, while looking at costs, not all programs are equal. When trying to offer an expensive activity to a population that may not be able to comfortably afford the fee, a subsidy may be the only answer. Placing money to subsidize any activity should be done with some level of care. When subsidy dollars are at a premium, the "get the biggest bang for your buck" approach is solid advice. Put the money where it

will have the biggest impact. Remember though, impact is not always measured by total participants. There may be a situation where a portion of the target population needs a feel-good activity and that is where the money can best be used. The final equation reverts back to the benefit or value the participant receives versus the cost of participation.

**Does charging a fee place a value on a class or activity?** When a class is offered free, the enrollments may be quite high. In the end, how many people actually show up? While it is nice to offer programs for free, there is no commitment for a person who has registered to show up. The person that has paid some type of fee, even if the fee is only \$1-\$2, is much more likely to get their money's worth. The cost, whether monetary or opportunity, will be a driving force to encourage participation. People need to believe the costs associated with participation will be outweighed by the value received. Then it is the responsibility of the service provider to insure that the value is delivered.

The high cost of a program does not doom the program to failure like the low cost of an activity does not insure success. The old adage "the beauty is in the eyes of the beholder" is true when it comes to recreation and leisure services. Every activity will have value with its associated costs. As recreation and leisure service professionals, we have the responsibility to find out what the people want, negotiate the best possible deal, and then, where possible, make the offering. 

---

*Mike Winder, M.A. is recreation manager for Sandia Employee Recreation Program, Albuquerque, NM.*

# Does Money Matter?

*Does the success of a program depend on how much it costs the employee?*

by Michael Winder, M.A.

**T**he concept of value for time and money spent is a prime consideration when looking at a fee structure for employee services. The question of charging fees for classes and activities can have a profound impact on the ultimate success of a program. Because money issues have the potential for such impact, there are three questions that will assist in the determination of fee structures for recreation and leisure services. The questions are: When should you charge employees for services? How do you decide how much to charge? Does charging a fee place a value on the program or service?

The three questions are intricately related to one another but are somewhat superficial. When the thinking process for these questions begins, it should be immediately evident that there are a host of other secondary questions that must also be addressed. It is the careful thinking through of the secondary questions that will ultimately give the needed direction on a money policy. The end result will be a solid fees and charges policy, and the two winners in the formula will be the employees and a well developed and enjoyed recreation services program.

**When should you charge employees for services?** Any time there are classes and activities going on within a recreation program, there

are some type of related expenses and someone has to pay. There is the overhead for spaces and places, advertising, staff, the instructor or activity leader, and possible material costs. The final cost of putting together and running an activity can make the total cost prohibitive.

Where does the money come from? While many programs are subsidized, often completely, there are others that must be totally self-supporting. Corporate America looks to the bottom line to measure success or failure. A recreation professional in the corporate environment must look at recreation in much the same way. For the program that is required to raise all operating capital, the answer is simple, fees and charges are a must. The basic survival of the recreation and leisure program would be at stake. Classes need a certain profit margin to assist with the overhead and keep the doors open. There are, however, programs that have the luxury of being subsidized. If there is no financial need to be met, are there still good reasons for assessing a fee for services provided? The fee structure and reasons for charging fees are best addressed while looking at the value versus cost equation.

**How do you decide how much to charge?** The program that receives a substantial portion of their opera-

tional budget from the sponsoring company or organization is at a large advantage when it comes to flexibility in a money policy. Prices charged for classes can be lowered and the difference made up through passing a portion of the corporate subsidy along to the individual classes to defray costs. It is important to note, however, that a high price does not necessarily spell the doom of any activity. Participants in any activity will judge the activity based on the cost versus the value.

The total cost of an activity is not only measured in dollars and cents, there are other factors that make up what is called the opportunity cost. The cost and opportunity cost are interrelated and heavily dependant upon one another. What is given up to participate? If a person must give up sleep to participate in an early morning class, then the value of the sleep lost should also be factored into the equation as opportunity cost. Every situation has a cost and opportunity cost factor. Whether these costs are time, money, or giving up the chance to be involved with some other activity, they all act together to form the total cost for the participant.

Value also has many facets. To look at value is to look at such factors as the quality of a program;  
*(continued on page 39)*

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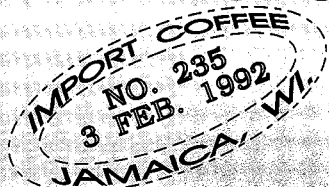
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# EMPLOYEE SERVICES MANAGEMENT

Journal of Employee Recreation Health and Education / March 1992

**Are You Putting  
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and no backorders.

Funding for Freedom is Approved

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their box"...Increased profits with products that sell  
quickly and consistently.

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to get the job done without compromise.

Employee Product Awareness  
...a concern of Harris, Pratt &  
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Gas Turbine...their answer...The quality

products of Blackbird International.

Client calls with request.....



Booth  
409/508

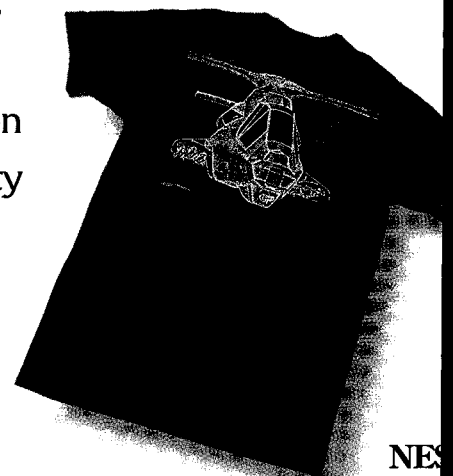
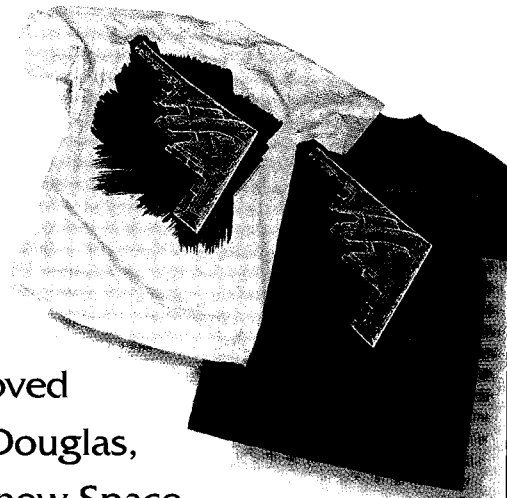


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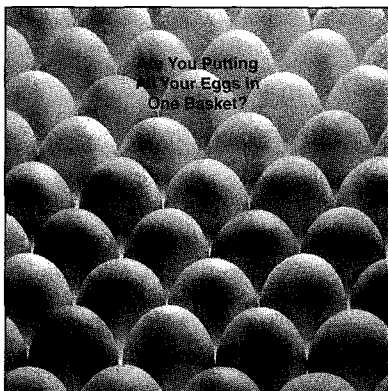
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# EMPLOYEE SERVICES MANAGEMENT

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MARCH 1992

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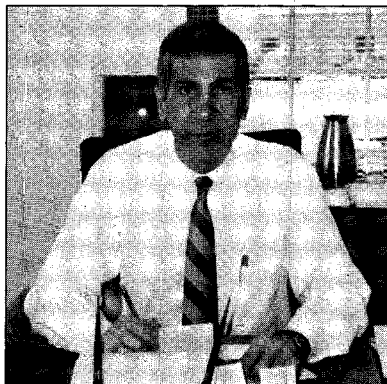


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## Strategize Your Exhibit Hall Visit



*by Charles Bashian, NESRA marketing manager*

**A**s you attend NESRA's 51st Annual Conference & Exhibit in Nashville, TN, you have a unique opportunity to see the showcase of products and services NESRA Associate Members and Exhibitors offer to enhance your program.

We expect more than 130 exhibitors to fill NESRA's Exhibit Hall. The model "Employee Store" has been enlarged to accommodate the products of many new exhibitors who will display a wide variety of products never before displayed to NESRA delegates. I'm excited, and I hope you will be too after you review the list of early exhibit hall registrants on page 30 in this issue.

Having up-to-date information is absolutely critical to today's busy employee services and recreation manager. Without it, you cannot provide the employees in your ES&R program with knowledge that will give them the benefits that can make your program productive.

An excellent way to gain knowledge about the products and services that can contribute to your ES&R program is to make a commitment to make the time you spend in the exhibit hall a true learning experience.

Certainly there are new friends to meet and old friendships to renew. That too is an important part of attending a conference, but don't short change yourself and the employees who depend on your skills and knowledge. Plan now to make your exhibit hall hours a valuable part of your conference experience.

Those who have a systematic plan, and who work their plan, can easily double their productivity and gain more valuable information.

Start now to plan what you want to see. Write down the products and services that relate to your program now, or may in the short-term and long-term future. Don't forget to get input from your co-workers and other associates in your ES&R program.

Have a strategy before entering the exhibit hall. Make a list of the exhibitors, new and old you want to meet. Consider scheduling an additional appointment at a time other than during exhibit hours with key suppliers.

Your first strategy should be to do a complete walk through of the exhibit hall to get an overall impression of the exhibitors' products and services. Don't stop to talk business on this initial review. Of course, you'll want to stop and say hello to exhibitors you know and/or are currently doing business with. Then, take a break to make notes and review the product and service list you prepared back in the office. You will want to write key questions to ask exhibitors. If you have colleagues from your firm at the conference, this is an ideal time to compare notes.

Now, armed with your notes and questions, start through the hall again. Visit every booth, including current competitors of exhibitors you are doing business. Get the latest information on products and services displayed.

A word of caution here; get essential data from the exhibitors, but don't overload yourself with brochures and catalogs. More than 50 percent of brochures taken from a booth are never read. Have plenty of business cards to hand out so exhibitors can mail more detailed information when they follow-up.

Remember that the end result of a well planned exhibit hall experience will make you more knowledgeable to make informed decisions. The exhibitors will benefit also as they deal with buyers who have a goal to improve their ES&R programs. Prepare a plan, work your plan, and take time to have fun. See you in Nashville!

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## Free Weights

Free weights are no longer just for serious bodybuilders. Health clubs are starting to realize that free weights are an important part of the exercise plan for a large percentage of their users, according to *Athletic Business*.

Integrating the free-weight room with the other exercise areas should be done with care. Serious weight lifters and body builders are extremely focused and disciplined, and that might be intimidating to the casual exerciser.

The weight room should be located away from wet areas and quiet areas. A weight room should be designed to allow for total body workout, with a well-balanced program which allows at least one exercise per body part or muscle group. Ideally, the program should be designed to exercise the large muscle groups first, and then work the smaller muscle groups.

The weight room should be equipped for the serious body builder, the advanced strength trainer, and the occasional user. The following equipment is important for any weight room:

- A complete set of dumbbells ranging from five to 80 pounds.
- Olympic barbells with 600 to 800 pounds of weight.
- A variety of benches for dumbbell work and Olympic barbell work.

Other equipment can include a leg machine (curl and extension), crossover cables, rowing machines, squat racks, power racks, pull-down machines and a preacher curl machine.

It is important to isolate the free weight area from the major circulation patterns. It is a good idea to place benches near the perimeter

of the area so that storage space for individual pieces of equipment can be located easy.

Design your weight room for the heavy use it will receive. Use durable materials, have adequate ventilation and good acoustical properties. Safety and maintenance are also important to consider.

Free weights are noisier and tougher on a facility than other types of fitness equipment so take into account the following:

- **Acoustics.** The major equipment sound generator is the striking of metal.
- **Flooring.** Combinations of carpet and tile work to lower the acoustics but carpet offers no resistance to impact. Various manufacturers have a full range of products from poured flooring to tile.
- **Walls.** Walls should be a surface that can take a sharp blow. Masonry, multilayered drywall or plywood-backed panels work well as a substrate to the finished surfaces. Carpeting the walls or using mirrors 18 inches off the floor are other options.
- **Base.** In the weight room many walls have been damaged by runaway weights. A heavy vinyl shield or treated plywood should extend 18 inches up from the floor in areas of possible damage.
- **Ceiling.** An acoustical ceiling at 11 to 12 feet will work well in a weight room. Other options are open structures or higher ceilings.
- **Lighting.** The light source should be diffused to avoid focusing strong light sources over the top of the benches. Care should be taken in locating and selecting lights for excess heat and comfort.
- **Heating, ventilation and air conditioning.** Proper ventilation must be provided for comfort and reduced odors. Ceiling fans may

prove to be an economical way to force air movement.

## Travel Costs

The combined costs of lodging, transportation, fuel, entertainment, and restaurant meals are expected to climb 8.7 percent this year, according to statistics released by the U.S. Travel Data Center's outlook forum in Washington, D.C., says *USA Today*.

The American Automobile Association says a family of four driving 300 miles or more will spend \$209 per day for lodging, meals and fuel.

The transportation industry will show no growth and the lodging industry will face nearly a 5 percent decline in occupancy in 1991.

Travel now is viewed as a hassle, says Watts Wacker, futurist for Yankelovich Clancy Shulman. Survey results shows the number of people who say they love the idea of travel dropped to 50 percent from 59 percent.

There is some good news. The U.S. will attract a record 41.6 million foreign visitors who will spend \$57.8 billion, says the U.S. Travel and Tourism Administration. Amtrak will carry a record 22 million passengers. National parks expect nearly 267 million visitors.

## Pension Money

This era of switching jobs, getting laid-off or working for a company that merges with another means you might be taking charge of your retirement money, according to *The Wall Street Journal*.

This money should be taken

seriously because it has growth potential. You pay no taxes on money in a qualified plan until it's withdrawn. Investment advisors say people should view any distribution money as part of their overall portfolio and plan for the long haul.

When you get your check in the mail, keep these things in mind: A person can keep money distribution from a retirement plan and pay taxes on it or roll it into another qualified plan within 60 days. If you don't roll over the money, taxes and penalties will take a big bite, up to 40 percent or more for people under the age of 59 1/2. Individual retirement accounts get most rollover money because of their flexibility, but there are other options:

- Some companies allow employees to continue keeping their retirement money in an existing plan after they leave the company.
- Some companies allow a new employee to roll over money into their retirement plans.
- Keeping rollover money in a separate individual retirement account, and not adding to it, preserves your ability to roll the money into a new company plan at a later date.

## Cancer Facts

Many people are diagnosed with cancer each year. According to an article in *Remax Home Journal* newsletter, the following are some little known facts:

Only a small percentage of cancers are inherited. Eighty percent or more of cancers are caused by the way we live: Our diets, the time we spend in the sun, and our smoking habits.

Stress and/or depression causes the immune system to weaken, meaning white blood cells are unable to fight off cancer, among other diseases.

The presence of asbestos is not a health risk. It's when asbestos fibers break free, are inhaled, and become lodged in the lungs that cancer will develop later.

Cancer knows no racial or origin boundaries. Cancer is usually the result of individual lifestyles. A study of Japanese immigrants to the West showed that their risk of colon cancer increased after adopting our low-fiber, high-fat eating habits.

## Vital Skills

Good communication skills is a requirement that is quickly becoming a standard for any job, says *Journal*. Corporate leaders and human resources managers are coming to realize the importance of strong interpersonal communication skills to the performance of all employees, not just supervisors and managers.

These interpersonal skills include not only sending, receiving, and interpreting appropriate messages, but also the ability to manage stress and cope with conflict. Self-esteem and assertiveness are also important.

Individuals need to be competent in creative thinking, personal management, and public speaking and oral presentation. Other skills listed below were deemed critical to an employee's success in a company.

- **Learning.** With rapidly changing business and technological conditions, employees must be willing and able to acquire, synthesize and apply new information.
- **Listening.** The ability to target one's attention to what someone else is saying and to heed another's concerns is essential to a good rapport with other people.
- **Interpersonal Relations.** Getting along with others is another skill essential to conduct business.

## • Personal and Career

**Management.** An employee's effectiveness must be linked to his or her self-awareness and esteem, to a future orientation, and respect for others' roles in one's career path.

• **Group Effectiveness, Persuasion and Influence.** To achieve success oneself, it is important to also help others reach their own goals.

To achieve professional success, you need a large package of skills, but once acquired, it can go a long way toward delivering the satisfying relationships that are critical to a successful career.

## More Free Time

Polls and surveys consistently show that Americans are convinced that their leisure time is decreasing, says sociologist John P. Robinson, director of the Americans' Use of Time Project at the University of Maryland's Survey Research Center, in a *Chicago Tribune* article.

But 24-hour behavioral diaries tracking what thousands of men and women actually do with their time tells a different story. Americans have about 40 hours of free time a week, compared to 34 hours in 1965.

Why does more time feel like less? "We insist on trying to accomplish more, Robinson says, but the 24-hour day stubbornly refuses to accommodate us. Even apart from the demands of work and family, the activities we balance our leisure time with are overwhelming."

Approximately one-fourth of American adults consider themselves workaholics, according to Robinson's findings in the 1991 Hilton Time Values Survey, a nationwide study commissioned by the Hilton Hotels Corp.

The survey results show 33

percent of the more than 1,000 adults interviewed report they don't accomplish what they set out to do each day, 29 percent are constantly under stress, 27 percent feel trapped in a daily routine and 21 percent say they don't have time for fun anymore.

For every extra hour of free time Americans have gained since 1965, Robinson says, they spend an extra hour watching TV.

Ninety percent of the group feel no more energetic Sunday evening than they did on Friday, which is understandable, given that they spend almost half the weekend time, about 14 hours, doing chores such as cleaning, laundry, grocery shopping, errands, household repairs, paying bills, and working at jobs.

Research shows almost half of U.S. workers say they would sacrifice a day's pay for an extra day off a week; 17 percent said they would want two days of free time in exchange for giving up one day's pay.

### Sing To Relax

New York vocal instructor and therapist, Ron Panvini, is using singing as a strategy to help workers de-stress and aid corporations in building harmonious work teams, according to *The Chicago Tribune*.

During Ron's playshops which last three hours, he uses the physicality of vocalizing in a "bio-energetic"—body movement

influencing mind—approach to releasing pent-up anger.

Panvini settled on singing as a therapeutic tool because, "It's a natural, creative human ability." In both corporate and private "Everybody Can Sing" sessions around the country, participants discover the exhilaration of musical expression.

### Casual Dress For Success

Dressing for success now means dressing more casual, says *The Wall Street Journal*. U.S. corporations are relaxing old dress codes and permitting less formal dress in the office, according to a survey by Converse, Inc., a footwear manufacturer.

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March 1992

Men are wearing bright, flowered ties, even blazers and slacks instead of the traditional business suit.

Women are giving up the sober blue suits for skirts above the knee, dresses and open-toed shoes.

Additional survey findings:

- Of U.S. companies, 22 percent have formal dress codes, but 38 percent have instituted a special day of the week/month for casual clothes.
- Fifty-five percent approve of casual or less formal wear for executives; 47 percent say wearing casual clothes improves morale.
- Twenty-five percent of companies allow executives to wear sneakers at the office; 34 percent permit their executives to show up without a tie. Only 12 percent allow jeans.
- Sixty-five percent of companies

say female executives are wearing less traditional styles versus 44 percent reporting the same with men.

John Molloy, author of the 1975 book *Dress for Success* says the casual trend will hurt women more than men. He claims a man can get away with wearing a pink shirt under a suit, but a woman in a pink dress, is seen as less effective. He believes this will lead to the "glass ceiling" being reinforced.

## Help for Air Travelers

The Federal Government is on the way to adopting rule changes that could reform the way airlines run their massive computer-reservation systems, reports *The Wall Street Journal*.

The systems are supposed to give travel agents objective information, but consumer groups claim the services favor the carriers that own the computers.

Under the series of rules, the Department of Transportation would eliminate some of that bias. Travel agents would have access to all computer-reservation systems, instead of just the one they rent. And the airlines could be required to store information on competitors' fares and seat assignments in their reservation systems just as quickly as they do their own.

The airlines that own these systems contend that consumers will eventually pay a price for all this, because the changes will be costly.



## A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

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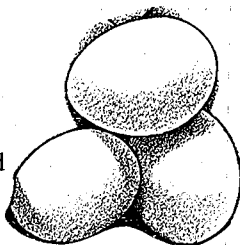
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# Are You Putting All Your Eggs in One Basket?

*Employee services and recreation managers possess valuable skills that can benefit a variety of corporate departments. It's vital they adventure beyond their defined position and make themselves visible in other departments.*

by Cynthia M. Helson, editor



**A**re you putting your employee services and recreation skills into one single corporate department basket? How did your employee services and recreation activities begin? Are they still being run out of the same department simply because it's always been that way? Have your employee services and recreation programs ever been evaluated as to from which department they should be implemented?

Employee services and recreation programs can actually serve a number of corporate departments especially human resources, community services and public relations. It's important for employee services and recreation managers to realize that employee services and recreation programs are not only valuable to employees but to the corporate structure and community as well. Even if ES&R is placed in one department, ES&R managers can increase their value by making a presence in the other departments as well.

## Human Resources

In many NESRA member companies, employee services and recreation managers are working from the human resources department.

Since it is the human resources department's responsibility to attract and retain a qualified workforce, employee services and recreation managers can surely benefit from having a role in this department. It is here that ES&R managers have a true advantage. Firmly believing that employees are an organization's vital resource, ES&R managers can effectively use their programs as a recruiting tool. They can present prospective employees with additional benefits to joining their company. "ES&R programs help me in attracting employees, as well as creating a positive image in the minds of my existing employees, which assists me in retention of our employees," says Cindy Jameson, human resources manager, Paragon Cable, St. Petersburg, FL. Jameson adds, "These ES&R programs establish Paragon Cable as a preferred employer in both recruiting and retaining employees." She has incorporated her ES&R program into the interviewing process.

Once employees are hired, it is somewhat natural for them to turn to the human resources department for further information on employee services and recreation. "Most employees perceive employee services and recreation offerings as 'benefits'," says Ellen Kynkor quoted in the Member Success Profile in the March, 1991 issue of ESM. It is true these programs have been developed as benefits to employees and the first place employees would go with

questions on their benefits would be the human resources department.

Those ES&R managers working out of human resources are also qualified to be actively involved in improving employees' quality of life while the whole individual employee can be serviced out of that one department. This shows employees the direct link between hard and soft benefits. It also communicates to employees that they are valued as much more than pure workers, but also as individuals.

ES&R managers have vital skills to offer human resources departments. First, they have an intrinsic empathy for employees. They are by nature true "people" people and they are often enthusiastic to serve employees with effective programs and activities. While ES&R managers can plan activities for large groups, they also tend to recognize the individual as well. Building this relationship with employees can definitely enhance employees' morale. This can in turn increase employee productivity.

Keeping employees productive also falls under the human resources department. ES&R managers have the skills to show justification of how their programs can reduce absenteeism and turnover. These are main concerns of the human resources department. These skills, along with negotiating discounts to stretch an employee's paycheck are vital to employees and their employer. ES&R managers also possess other skills which have gained weighted value over the past two years: The ability to organize a wellness program, motivate employees to participate and ultimately to reduce the company's health care costs. These are truly valuable skills ES&R managers can offer a human resources department.

## Public Relations

It is apparent that employee services and recreation managers are not only serving employees. Their scope of responsibilities has broadened. In addition to serving employees, they can also perform a service to their employer. They can enhance their organization's image to the public.

Once the public realizes that an organization makes an effort to go beyond offering the traditional benefit packages and to offer ES&R programs, the public perceives the organization as one which places an increased value on its employees.

ES&R managers are already performing promotional skills within their organization. They raise employees' awareness of ES&R programs, they target messages to segments of their employee population and they achieve

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*ES&R managers  
have the ability to  
clearly communicate a  
message, motivate  
participants and  
capture attention.*

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enhancing their organization's image within the company. ES&R managers already understand the message that management values employees and they already practice the skills to communicate this message. ES&R managers can convey this message to the public.

Some NESRA members are already doing this. At EG&G Florida, Inc., Cocoa, FL, the base operations contractor which provides site management and technical

support services to NASA at the Kennedy Space Center, Judy Casper, manager, employee and public affairs explains how she serves both employees and her company.

"EG&G Florida's employee and public affairs staff of seven has the responsibility of maintaining the company's image within the community, as well as providing programs to motivate the workforce." She adds, "On the public affairs side of the house, we publish a biweekly newsletter and bimonthly magazine for all of our employees; respond to media queries; prepare news releases; support shuttle launch activities at the press site; oversee the charitable donations programs; interface with community agencies in support of various projects; and handle protocol arrangements for VIPs visiting the area."

Similar activity is also happening at Tracor, Inc., Austin, TX where Marian Kelley, manager, Tracor public relations, says "Our PR skills, involving promoting and planning events, building employee teams, and devising new and fun ways to communicate a message are put to work here."

Many employee services and recreation managers can be a valuable asset to any public relations department. They are already producing newsletters and conveying important messages to employees. While ES&R managers draw employees to special events and happenings, they can also call on the media to witness a qualified workforce actively participating in a fitness program, employee store sale, garage sale or any other interesting event or activity.

Clearly, any organization can benefit from an enhanced public image. ES&R managers have the ability to clearly communicate a message, motivate participants and capture attention.

## Community Services

ES&R managers' skills have an even further impact. In addition to serving employees and their organizations, they can also serve the community. Since employee services and recreation programs are designed to enhance

employees' quality of life, they are by nature designed to help employees feel better about themselves. One of the best ways employees can increase their self esteem is by completing a project or by volunteering and contributing to their community.

Just by organizing employee activities and events, ES&R managers have the ability to recruit employee volunteers to serve on committees and then to motivate the employee population to participate in the event. Oftentimes these events are blood drives, United Way campaigns and other events which benefit the community.

ES&R managers are in a position to direct their employee population to enhance their community. For example, at Hazeltime, Inc. in Greenlawn, NY, employee services and community services work hand in hand.

"Employee services and community relations are service-oriented areas. As such we interface with many people both in-house and in the community," says Judie Shyman, manager, employee services and community relations, Hazeltime, Inc. She explains further, "Employee services is an area totally dedicated to serve the employees, while in community relations, the employee takes an active role to serve the community. In the community relations area, the employees are giving

back to the community and the corporation by volunteering their time and money to the different charitable organizations we support. Through the participation of the employees and the corporation, everyone, including the community gains from our working together."

## Conclusion

ES&R managers can apply their skills to human resources, public relations and community services. It's becoming more common for ES&R managers to serve employees but also to serve their company and community as well. These managers should be recognized for their versatility and their increasing value in the workplace. Their skills are not only useful in these departments but in other departments as well such as the corporate travel departments, meeting planning departments and communications departments.

The increased scope of the employee services responsibilities should be welcomed and looked upon as a vast array of opportunities. As the employee services and recreation managers' responsibilities increase, so does their value.



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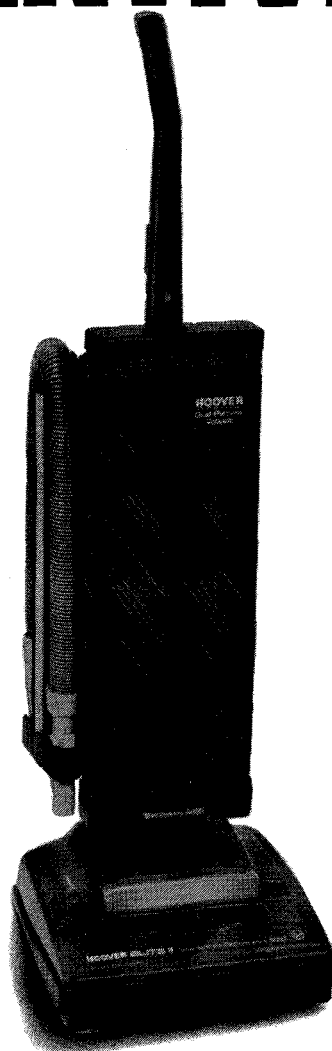
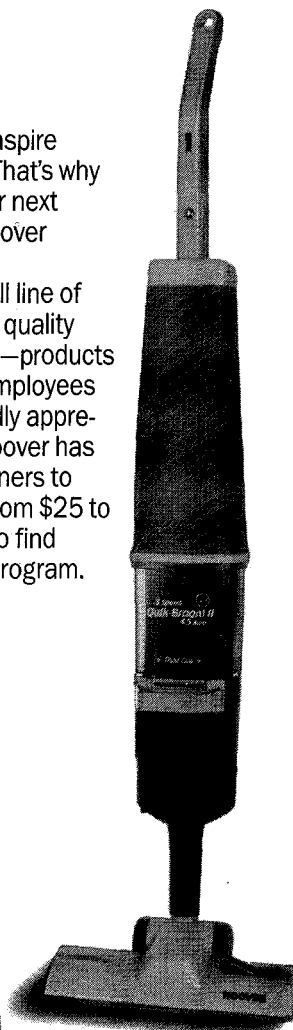
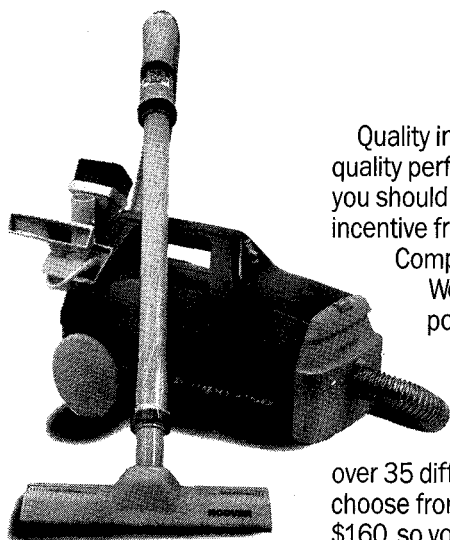
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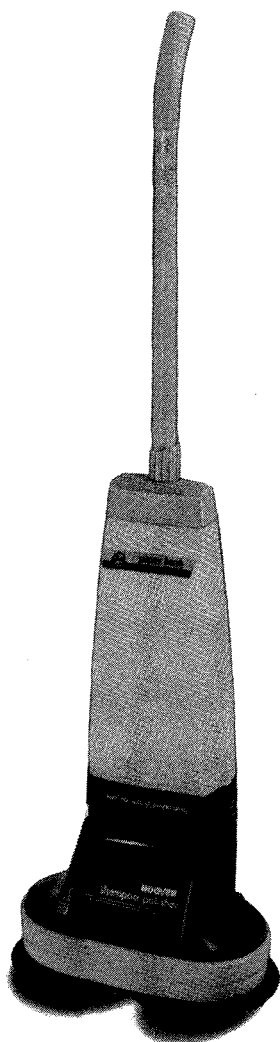
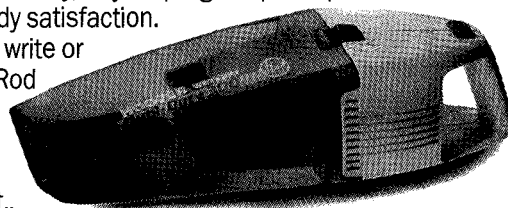
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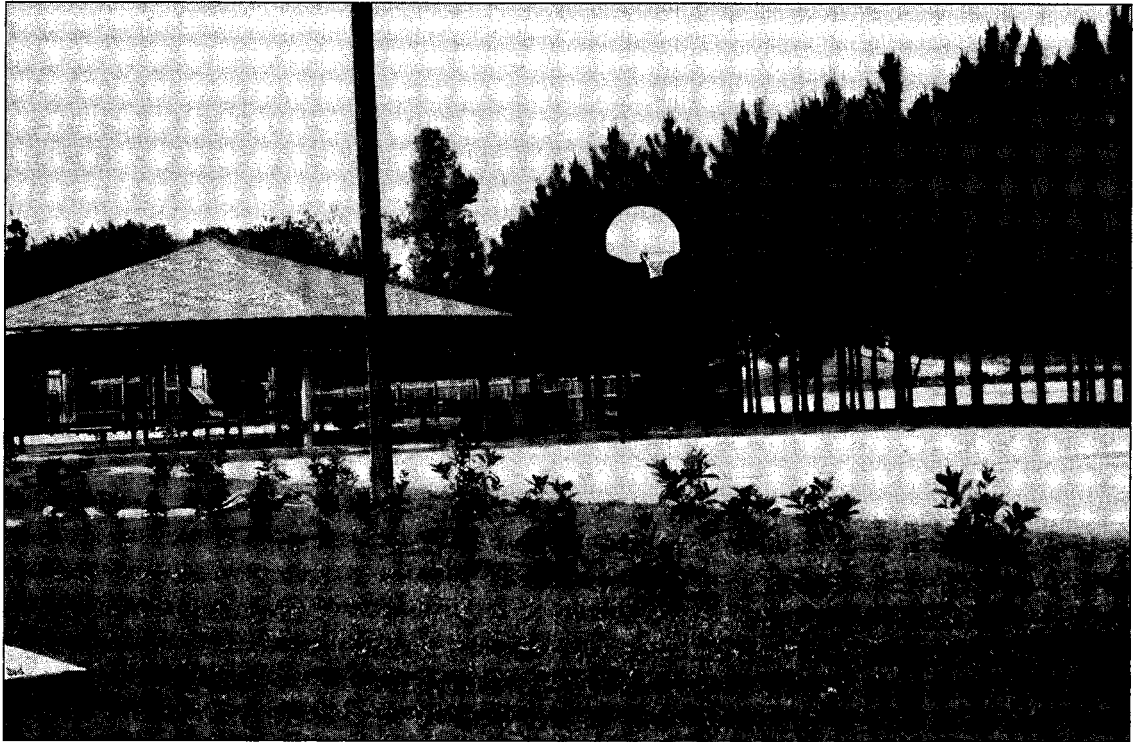
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# Maintaining the Company Park



***Read how the concept of an employee park became reality at the Savannah River Site Operations Recreation Association (ORA) in Aiken, South Carolina and a description of how the park has been maintained. Also discover plans for the park's growth.***

by John Felak, CESRA

**T**he ownership of property by an employee recreation association is an exciting venture. There are no more scheduling problems using public or other privately owned facilities. You may even enjoy the ability to design your facility to meet your individual needs. It's great to have a proud feeling of ownership and a place for your employees to enjoy what is the fruit of their labors. Unfortunately, the right of ownership is accompanied by the responsibility of maintenance, staffing and development.

I was hired by the Savannah River Site Operations Recreation Association (ORA) in Aiken, South Carolina in February, 1986 with a degree in Parks and Recreation Administration to develop a master plan, to oversee its continued maintenance and to program the facility when it was complete. I am a native of Western Pennsylvania with a lifetime of experiences in park development and maintenance. (My father was park superintendent in the Washington County Parks Department and I lived in a county park for 13 years.)

Join me through this article in the "Genesis of the ORA Recreation Complex" and the system we use to maintain our property to the high standards of our members.

## Genesis

The beginning of our maintenance process began with the selection of a piece of property to be the focus of our association, our center of activity. A company supported program since its inception in 1953, the ORA received a portion of the soft drink vending income from the 15,000 employee worksite since 1982. In January, 1984, after much discussion and consideration of several plots of land, a 210.9-acre tract was purchased. By drawing a triangle between Aiken, South Carolina, Augusta, Georgia and the administration area of the Savannah River Plant, the property was located very close to the middle. It is 20 miles from the worksite, 8 miles from Aiken and 23 miles from Augusta. Situated in the center of the property is a 30-acre lake with large-mouth bass, bream and catfish. The rest of the property had been harvested of mature pine trees and replanted with thousands of seedlings. These trees were 6' to 8' high at the time of purchase. Overgrown with berry bushes and with several dirt roads bisecting the property, it was far from Shangri-la. But to a dedicated group of ORA members, Executive Director Don Strosnider (a NESRA Past President), Vice-President Tim Duvall and the Board of Directors, it was a Garden of Eden.

The first step in maintaining the facility occurred in the design of the master plan, awarded to Arbor Engineering, Inc. of Greenville, South Carolina. Well experienced in the design of recreation areas, they developed a full complex, including indoor and outdoor areas, a facility designed for high numbers and much enjoyment. The lake was an important factor not only in the selection process, but also in the design phase. The clubhouse would overlook the water, the picnic areas would be close by, a boat ramp and fishing piers would be installed, camping and the nature walk would both be enhanced by the water. It was also the major source of irrigation water for the hot, dry summers ahead. Beginning in the spring of 1986, the maintenance of our facility had taken new meaning as usage increased. Buildings were built and systems installed. The job had begun.

## Getting Started

Our first year of development was critical to our success. A group of volunteers had taken the responsibility to maintain and develop the property.

Already we had a picnic shelter installed, 1/3 mile paved nature trail, boat ramp and several hundred thousand cubic yards of dirt moved to create the rough design of the future.

The staggering job of moving dirt was estimated at \$1/yard. Several people second guessed our decision to own property and felt it best to sell before any development occurred. But an agreement with a local National Guard unit to use the area as a training project graded the four field softball complex, tennis area, roadways, the main picnic area and a soccer field to the design of our master plan, all for \$40,000. It was a major factor in our early success and gave us a starting point to build from.

My first office was a small metal building full of lumber and equipment and without heat. Contractors were installing an irrigation system for the new softball complex. The four-field wagon-wheel shaped facility was to be my first big project and ready for play by July 1. Lights were installed, dugouts, scoreboards, a scoring tower and restrooms constructed. The soil was prepared for sod and 130,000 square feet of hybrid Bermuda grass ordered for delivery April 25. A group of 70 volunteers spent much of a 90-degree day covering our field, nine square feet at a time. When the evening had finished, we'd worked 13 hours and only two-thirds of the sod had been laid! A smaller group returned on Sunday to complete the job. With three of the four fields covered with sod, we were on our way to Opening Day, only 80 days away.

We learned some valuable lessons in those 80 days. Maintaining the company facility is a difficult project. But then, how were we to know what would happen. Those laws of life that state "What can go wrong will go wrong" were right on the button. Growing 130,000 square feet of newly laid sod is tough work, but it magnified when we experienced the driest summer in recent memory with two days of appreciable rainfall for the next 80 days. The Augusta area had 58 consecutive days of humid weather with temperatures in the 90s and 13 consecutive days with temperatures over 100 degrees. Watering grass became an around-the-clock job. The irrigation system installed did not work properly and the grass began to wither, literally dying of thirst. I prayed for rain, danced rain dances (when no one else was looking, of course) ran water hoses and watered as much as possible, but with little success. I later learned from Arbor Engineering that our soil was not the greatest to grow grass. It would take a major effort to get it in condition to play on. That was an understatement.

We got through the first summer with only one full-time employee, me, and several high school students hired as part-time help. The experience was invaluable because future challenges all seem minor compared to our effort to prepare our property for our most popular activity as a kickoff event. Opening night, July 15, 1986, it rained. In fact, it rained so much we had to cancel six of

the nine games. It was only fitting after such a hectic period preparing the complex for its premier, but we have survived.

Our summer 1991 softball program lasted four and one-half months with two seasons with 130 teams and facilities that are close to minor league baseball stadium standards. I trained for two days in the summer of 1987 with the Atlanta Braves Head Groundskeeper Sam Newpher. We have installed an injection system for our fields similar to Fulton County Stadium to add fertilizers, insecticides and herbicides through our irrigation systems. Games are played in the company leagues Monday through Thursday evenings with three games per night per field. Forty-eight games per week with 20 weeks of play add up to heavy usage. We also rent our facilities to local teams for tournaments and have hosted several regional company events for Owens Corning Fiberglass and Kimberly Clark Corporation. We are constantly looking for new ways to make our facility available to all residents of the area.

## Staffing

Since 1986, we have added personnel on a full-time basis and maintain the facility with two full-time maintenance people and part-time summer help. They are responsible for the everyday functions of facility maintenance including fertilizing, turf care, field preparation, etc. The summer months require hiring an additional person or two for the extensive use and cleanup of the facility. Part-time staff is employed year-round in the trap shooting range and concession areas. Each of these are profitable with proceeds going toward the overall cost of maintenance.



Four softball diamonds share a scorer's tower and restrooms.

## Budget

Our annual budget is \$180,000 including wages. Our goal at the ORA is to balance the maintenance budget with the proposed income from all the components of the facility. As you can see, we have a long way to go, but have made significant progress. Facilities having the potential to produce revenue get a higher priority for funding to achieve our self-supporting goal as soon as possible. This priority ranking is done through the Site Development Committee, chaired by Jim Callahan and referred to the Board of Directors for approval. The entire budget, including maintenance of our facility, is also approved by the Board of Directors.

## Future Development

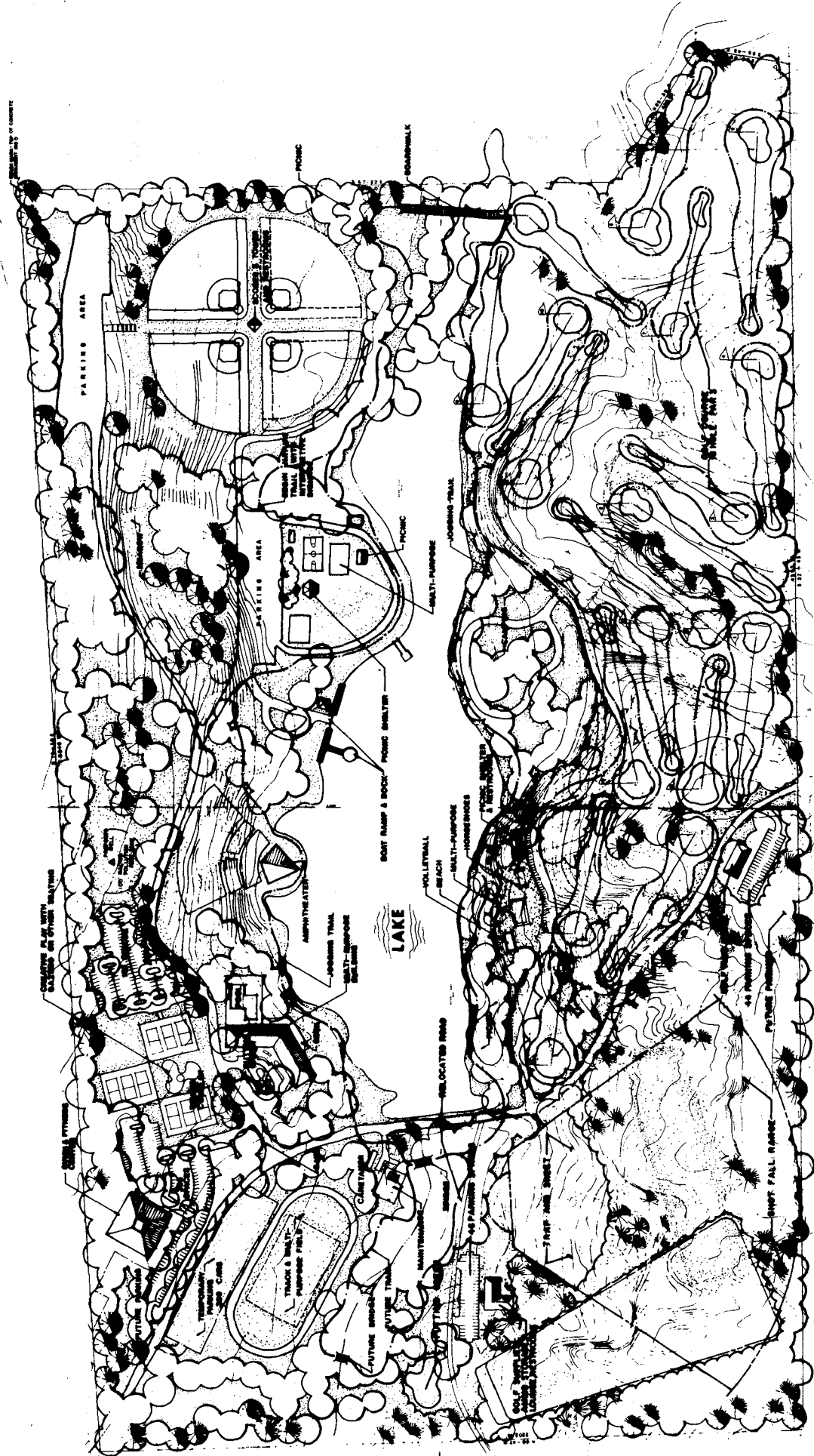
The Master Plan has enabled us to systematically focus our efforts. Major developments have been delayed by a dirt access road to the Recreation Site. Our effort to pave the road by the State of South Carolina has continued since purchase of the property eight years ago. We are encouraged by the possibility of paving within the next 12 months, which will dramatically increase usage of every aspect of the park, making the maintenance effort even more challenging. Additional staff is currently being considered to handle the 300 softball games, 50 soccer games, 60 flag football games, 150 group picnics and several major ORA events held at the site year round. Another picnic shelter with room for 250 people is planned for 1992 with an additional 50 picnics projected. A pistol range and archery range are being considered to complement our profitable trap shooting facility in 1992. We also plan to install a bridge to cross the 30-acre lake and carve out a 1.5-mile walking nature trail to surround the property (See illustration on next page).

Tens of thousands of people attend our facility yearly from all activities and outings. Some picnics alone are near 1,000 in number. These ever-expanding figures will continually challenge our resources and funding to provide a safe, well maintained recreation facility for our ORA members and their guests.

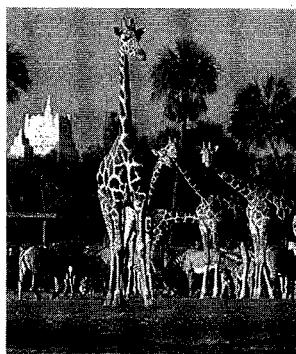


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*John Felak, CESRA, is currently the site/program manager with the Savannah River Site ORA in Aiken, SC. He also serves as the national director for the NESRA Southeast Region and is chairman, certification committee.*



# **SRS-ORA COMPLEX AIKEN, SOUTH CAROLINA**

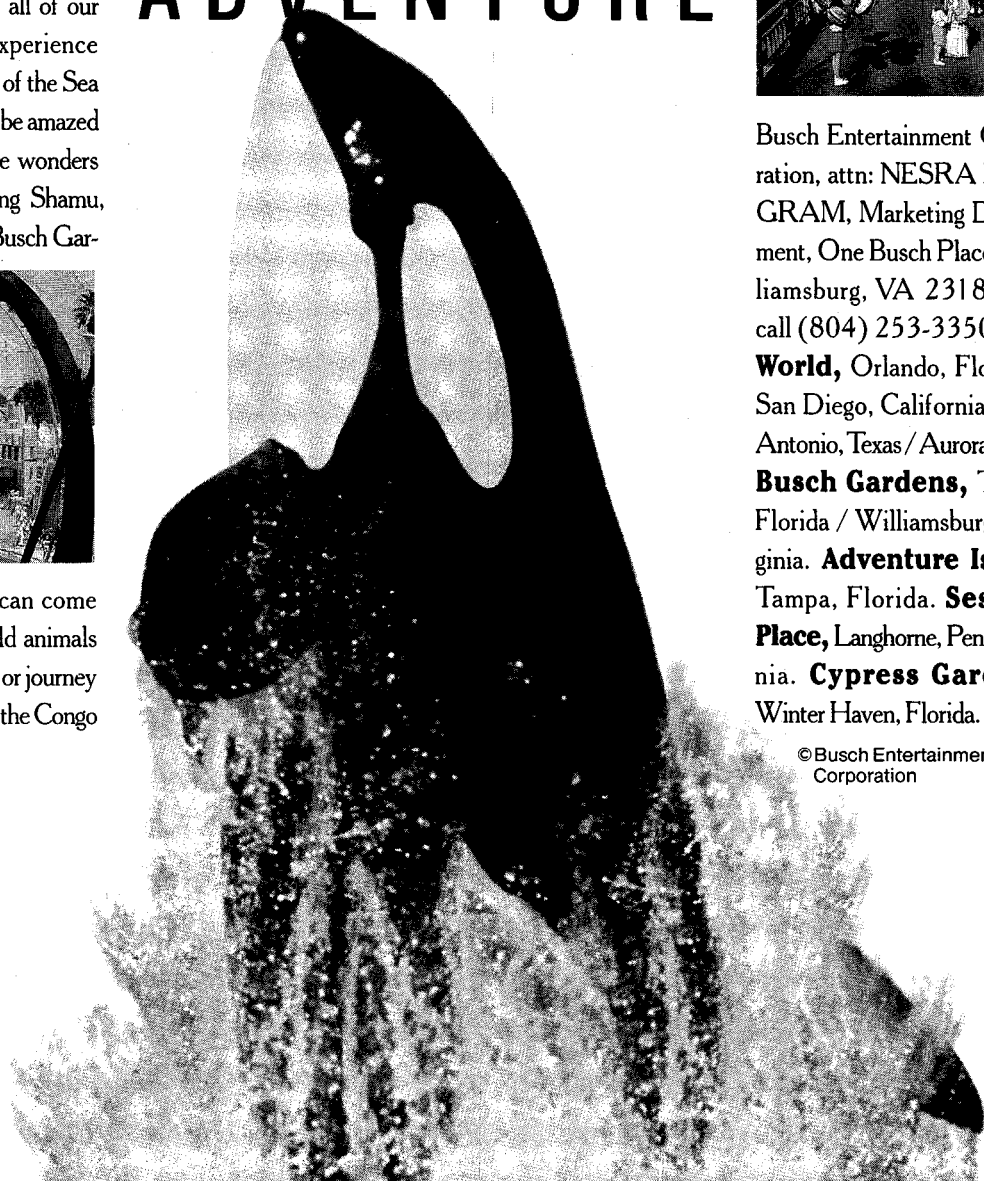


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See you in Booths 625 and 627 at the NESRA Exhibit

# Fitness Risk Management: Results of the 1991 Member Survey

*This survey, funded by the NESRA Education and Research Foundation, measured the awareness, attitudes and behaviors of NESRA members regarding fitness risk management.*

by Joseph A. Quatrochi, Ph.D.

**R**isk management (RM) has rapidly become a facet of management that cannot be overlooked. Lawsuits pose a threat to virtually every type of business or corporation. Many corporations employ risk managers who examine company operations in an effort to decrease risks and prevent accidents, thereby preventing accident claims and litigations. One aspect of the corporation that is often overlooked by risk managers is the company fitness program. Even though other dimensions of a corporation may appear more dangerous, worksite fitness services can be extremely hazardous due to the inherent risks involved.

The research literature is replete with articles that detail the benefits for employees who participate in company-sponsored fitness/wellness programs. Without question, the worksite fitness phenomenon has proven to be a "win-win" proposition for both employees and employers alike. Employees benefit from improved health and fitness (Blair, Wilbur, Piserchia & Crowder, 1984), bolstered morale, (Rudman, 1987), and a positive feeling toward employers who demonstrate that they care about their workers (Isaksen & Crabtree, 1987). Employers benefit from decreased absenteeism (Horowitz, 1987), decreased insurance premiums, (Browne, Russell & Morgan, 1984), improved worker productivity, (Rudman, 1987), and the attraction of prospective employees to their companies (Isaksen & Crabtree, 1987). Unfortunately, the litigious nature of our society may now threaten the aforementioned benefits

and other aspects of the employee services field.

Along with the numerous articles in support of worksite fitness programs, there are an increasing number of articles describing lawsuits filed against employers who offer fitness or recreation services to their employees (Bari Italian Food v. Rittger, 1988; Hemmler v. Workman's Compensation Appeal Board, 1990; Law Offices of William W. Schooley v. Industrial Commission of Illinois, 1987). Legal experts predict that the epidemic of lawsuits against medical professionals since the early 1980s may be a strong indicator that the health promotion profession will be the next litigation target (Herbert & Herbert, 1988b). This problem may be related to the fact that worksite fitness as an employee benefit gained popularity very rapidly. The intense pressure to provide this benefit may have forced some companies to offer programs prior to making arrangements for safe facilities and competent fitness employees to conduct the programs. An alternative to building an on-site fitness facility and hiring a qualified fitness staff is to offer fitness services (classes, fitness assessments, exercise prescriptions, etc.) through private contractors. This trend is becoming increasingly popular. According to Kondrasuk and Carl (1991/1992, p.11), "Employers will be less likely to provide expensive on-site wellness facilities but instead use community resources and vendors specializing in wellness programs."

Regardless of which type of program is offered, on-

site or off-site via contractors, program directors must be cognizant of the potential for litigation. Fitness staff working in on-site programs must adhere to fitness industry standards while implementing their programs. Employers who use fitness/wellness contractors also need to beware. They need to realize that they may be held responsible for the actions of the contractors that they employ. "Programs are generally liable for the negligent activities of its employees or agents under a legal doctrine known as *respondeat superior*. Under this doctrine, a program may be vicariously liable for the negligent acts of its employees who are performing duties within the scope of their defined employment" (Herbert & Herbert, 1988b, p. 212). Since many NESRA-member companies offer fitness services via in-house programs or via private contractors, these programs and companies may be at a risk for potential litigation from those participating in their programs. Insight into the magnitude of the potential risk for NESRA member programs could be gained by determining the extent to which NESRA worksite fitness programs and personnel operate in accord with established fitness risk management (FRM) guidelines. With this in mind a research proposal was submitted to the NESRA Research and Education Foundation for the purpose of surveying NESRA members who offer fitness services. The proposal was accepted and the research data has now been analyzed. The focus of this article will be to disseminate the results of the survey and provide recommendations based on the results.

## Method

A written questionnaire was constructed for the purpose of determining the extent to which appropriate NESRA members were aware of FRM concepts. Items were generated by reviewing pertinent research literature written by experts about risk reduction procedures for fitness programs (Dwyer, 1988; Herbert & Herbert, 1989; Olson, 1985; Rabinoff, 1988; Stotlar, 1986). Herbert and Herbert (1988a), suggested six aspects of fitness program operation that appear to pose major liability concerns:

- 1) the provision of sale services in accordance with applicable and respected industry standards;
- 2) the provision of such services through a competent, properly trained and credentialed staff;
- 3) the provision of such services in a reasonably safe environment and facility to meet the facility's applicable legal duties as established by local jurisdiction;
- 4) the maintenance of adequate and sufficient liability insurance coverage;
- 5) the use of written and oral instructions and warnings,

- signs, membership rules and regulations and prospective releases and waivers of liability; and
- 6) the establishment and maintenance of a well-planned and effective RM program to monitor all of the aforementioned.

The initial sections of the questionnaire required respondents to provide demographic information regarding themselves and the programs offered at their worksite. Next, questionnaire items were constructed that assessed awareness in each of the liability areas described by Herbert and Herbert (1988a). Responses to the items were constructed using a Likert-type scale ranging from "very familiar" to "not familiar with this standard prior to seeing this survey." Additional items were constructed to assess the degree to which existing programs already implement risk reduction measures in each of these areas. Finally, items were devised that would determine respondent's attitudes regarding FRM. The questionnaire was revised following the recommendations by an expert panel. The revised instrument was then prepared for delivery to NESRA members.

## Data Collection

Questionnaires were distributed during the NESRA national convention in Las Vegas, Nevada during the period of April 28 through May 2, 1991. Cover letters and questionnaires were distributed to each potential respondent by the author. Each prospective respondent was asked 1) "Are fitness services offered at your workplace?" and 2) "Do you work with or supervise these services (directly or indirectly)?" If the person answered affirmatively to both questions, they were asked to complete the four-page questionnaire.

## Program Demographic Factors

While most of the respondents expressed that their programs were organized and offered on-site, several reported offering either information, drop-in programs or services offered through private contractors. Slightly less than one third (30.4%) reported that both in-house and contracted programs were offered at their worksite. A variety of program offerings were reported, with aerobics classes being the most popular. Additionally, many of the worksites provide open gyms (55.4%) and fitness assessments/exercise prescriptions (66.3%) to their clientele. Refer to Table 1 for a summary of the demographic data pertaining to the programs in which respondents work.

**TABLE 1****Program Demographic Data for NESRA Conference Survey Respondents**

	F	%
<b>Type of Program</b>		
1. Organized, on-site	43	46.7
2. Informal/drop-in	12	13.0
3. Via contractors	9	9.8
4. Both in-house & contract	28	30.4
<b>Program Offerings</b>		
1. Aerobics/fitness classes	85	92.4
2. Weight control classes	69	75
3. Muscular endurance classes	54	58.7
4. Flexibility	44	47.8
5. Wt. Training-free wts.	63	68.5
6. Wt. Training-machines	65	70.7
7. Fitness assess./ex.Rx	61	66.3
8. Gym or open fitness area	51	55.4
9. Other	36	39.1
<b>Size of Workforce</b>		
1. 1,000 or less	13	14.1
2. 1,001 to 2,500	21	22.8
3. 2,501 to 5,000	27	29.3
4. more than 5,000	31	33.7
<b>Number of Fitness Staff-Full Time (Part Time)</b>		
1. None	10 (27)	10.9 (29.3)
2. 1-3	52 (33)	56.5 (35.9)
3. 4-7	20 (19)	21.7 (20.7)
4. 8-10	3 (6)	3.3 (6.5)
5. More than 10	7 (7)	7.6 (7.6)
<b>Risk Management Program for Fitness Services</b>		
1. Yes	55	59.8
2. No	28	30.4
3. Do not know	9	9.8
<b>Perceived Reasons for a lack of RM Program</b>		
1. No need	8	8.7
2. Lack of staff expertise	6	6.5
3. Insufficient budget	3	3.3
4. Unfamiliar with RM concept	9	9.8
5. Other	3	3.3
6. No response	56	60.9
7. More than 1 response	7	7.6
<b>Has Program been involved in a litigation?</b>		
1. Yes	8	8.7
2. No	75	81.5
3. Do not know	8	8.7

F= frequency (no. of occurrences reported)

%= no. of occurrences divided by the total no. of respondents

**FRM Awareness**

In general, respondents were not aware of the safety standards and policies listed on the questionnaire. Less than 50 percent of the respondents reported being somewhat or very familiar with industry standards related to: 1) Professional organizations for the fitness industry (American College of Sportsmedicine, American Council on Exercise, Aerobics and Fitness Association of America, National Strength and Conditioning Association, etc.), 2) facilities, 3) insurance, and 4) written forms and materials. Although 53 percent of respondents expressed familiarity with standards related to the establishment of a policy/procedure manual for their programs, only 33 percent reported that one was in use for their programs.

**Attitudes Regarding FRM**

Another finding of major importance in this study relates to the fact that most respondents were in agreement regarding the potential future implications of the establishment of a RM program for the fitness services that are offered. Most expressed that future lawsuits would be less likely with the implementation of a formal RM program. Attitudes toward RM and its effect on fitness programs included anticipated fiscal savings (decreased litigations) and increased program safety. Additionally, respondents indicated they believe RM will have a greater impact on the decisions of managers in the future.

**Implementation of FRM Procedures**

Analysis of group data revealed that most of the procedures listed on the questionnaire were currently being implemented by NESRA member programs. There were some noteworthy exceptions. For example, only one-third of respondents reported having a safety handbook available for use by fitness program staff. Another exceptional finding was that one-third of the respondents reported there were no training sessions required for participants prior to using fitness equipment. This finding may be cause for concern due to the fact that many litigations are brought forth because participants were injured due to their lack of familiarity with the equipment they were using (Jacobsen v. Holiday Health Clubs, 1986). Similarly, nearly half (45.7%) of those completing the survey indicated that participants were permitted to use weight training and other fitness equipment without the supervision of fitness staff. Both

of these conditions are in direct conflict with industry standards established for fitness programs (Dwyer, 1988, Herbert and Herbert, 1988b).

A related finding indicated that only 55 percent of those responding reported that fitness staff at their programs were provided with periodic in-service sessions to update them on changing policies and equipment. According to Herbert and Herbert (1989), published guidelines in the field tend to become deficient in certain areas within a year to two after release. Yet exercise professionals are legally responsible to provide up to date services for all participants. The only way to demonstrate adherence in this atmosphere of flux is to maintain a systematic program of continuing education for personnel. Documentation of this process must also be kept on file, if the evidence for current competency is to be legally adequate (p. 176).

Other findings related to the lack of implementation of FRM procedures and policies include the absence of safety checklists for periodic inspection of equipment and facilities and the lack of pre-participation documentation (medical clearance, informed consent, liability waivers, etc.) in use for fitness program participants. These findings may be serious in the event that fitness participants become injured. NESRA member programs who cannot demonstrate that their facilities and fitness equipment are inspected regularly and systematically may be less prepared to defend their programs in the event of a litigation. Similarly, without adequate written documentation on file regarding participants' health status and medical clearance, fitness staff may be unaware of high risk participants in their programs.

## Recommendations

First, all NESRA members who work with fitness programs in any capacity should familiarize themselves with the policy and procedure manual developed for the fitness program and services. If one does not exist, take it upon yourself to see to it that one is developed. This manual should provide the parameters within which the program is conducted. If you need to develop a manual, you will need to seek out pertinent information from the appropriate professional organizations such as the American College of Sportsmedicine, the National Strength and Conditioning Association, the Association for Fitness in Business, etc. Additionally, guidelines can be found in research and trade journals such as: Employee Services Management, Fitness Management,

---

*Remember, in the  
event of a litigation,  
the director of the  
program may be held  
responsible for  
behavior of the  
employee or  
contractor who is  
implementing your  
program.*

---

Athletic Business, The Physician and Sportsmedicine, Medicine and Science in Sports and Exercise, etc. Existing policies should be checked against industry standards. Areas of particular importance based on the results of this study include the following: Qualifications of fitness staff, supervision of fitness participants, the use of pre-participation screening methods, and the use of written materials such as informed consent forms and liability waivers. It is imperative that all fitness staff be abreast of the standards by which their programs are conducted. Additionally, staff must know what to do in case of any emergency that might occur during the delivery of fitness service.

Another important recommendation for fitness program staff is to conduct periodic facilities and equipment inspections. Information on checklists and safety audits has been described previously (Olson, 1985, Rabinoff & Bartlett, 1991). The frequency of the safety inspections should be determined by the program director after consulting the appropriate professional literature. Again, this information should be included in the policy and procedure manual and employees should be required to read it and be familiar with these practices. Thorough documentation of these practices will enable the program director to correct potentially hazardous situations and verify the extent to which his or her program staff attempt to provide a safe program. A final recommendation for NESRA members pertains to continuing education of staff. Program directors must realize that the fitness field is a dynamic discipline. There seems to be a continuous stream of new information about fitness program components. Although it may be impractical to expect all of the staff to keep abreast of all new developments, it is not unreasonable to expect the program director to be aware of the most important new information as it relates to his or her clients. "Lack of knowledge on the part of the exerciser is a main culprit influencing the fitness behavior of individuals. It is extremely important to have qualified professionals disseminating fitness information to your clientele" (Thallner, 1991/92), p.49). Program directors must disseminate new information to staff members on a regular basis. An effective method of dissemination is the use of in-service sessions. They can provide updates on new information as well as providing opportunities for emergency simulations, case management, and accident-prevention discussions. Only in this way will staff understand the most recent industry standards that affect their jobs and clients.

## Conclusion

The aforementioned recommendations are intended not only for NESRA members who work with a fitness program directly, but for all NESRA members who work with or supervise a fitness program. This includes professionals who supervise fitness services/programs indirectly (fitness being one of several programs being supervised) and those who rely on contractors to deliver fitness services for your employees. Remember, in the event of a litigation, the director of the program may be held responsible for behavior of the employee or contractor who is implementing your program. This concept of vicarious liability is not widely known. Hopefully, knowing that the actions of an employee may place his or her supervisor at risk will result in all programs and practices being more closely scrutinized. The key to avoiding problems is to be aware of what is happening and correct potentially dangerous situations before someone is injured.



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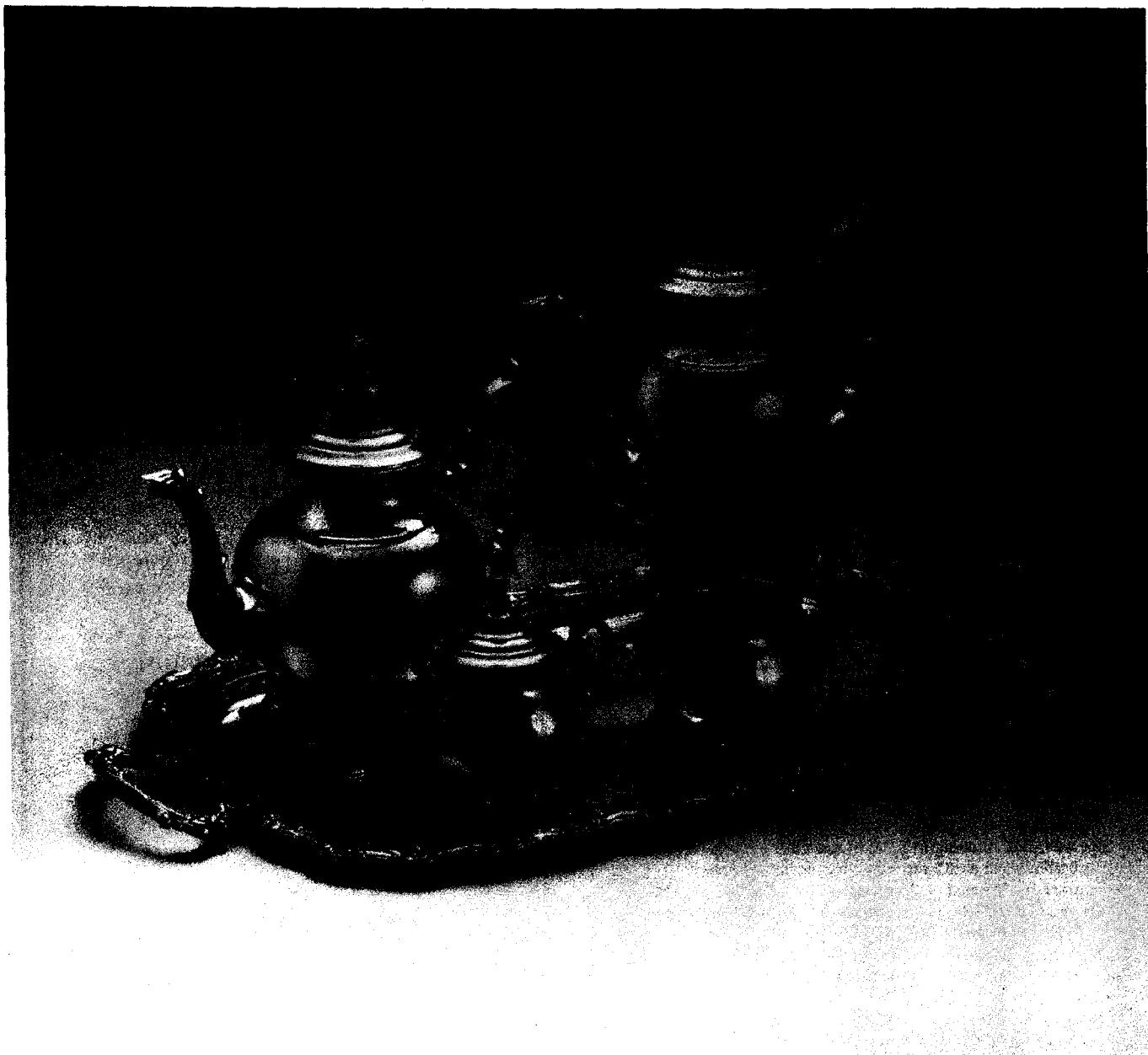
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**April 1-5, 1992  
Opryland Hotel  
Nashville, TN**

# NESRA's 51st ANNUAL CONFERENCE & EXHIBIT

**April 1-5, 1992**

**Opryland Hotel, Nashville, Tennessee**

## Peer Consulting

As a new service for our members, individual peer consultation will be available to attendees upon request. A group of NESRA Past Presidents will lend their expertise on a variety of topics. Look for more details when you register.

## Wednesday, April 1, 1992

9:00 a.m.	Registration
9:30 - 11:30 a.m.	Foundation Board of Trustees Meeting
9:30 - 11:00 a.m.	Editorial Advisory Committee Meeting
1:00 - 3:45 p.m.	Regional Council Meetings
4:00 - 5:30 p.m.	National Committee Meetings
5:30 - 6:30 p.m.	First Timers Hospitality



## Thursday, April 2, 1992

8:00 a.m.	Registration
8:00 - 9:30 a.m.	Regional Breakfasts
10:00 - 11:30 a.m.	Conference Opening Session "The One Minute Manager Meets The Monkey" <i>Speaker: Hal Burrows</i>
11:45 - 12:45 p.m.	Certification Luncheon  Lunch On Your Own
12:45 - 2:15 p.m.	Special Interest Groups (Eight Workshops by company size, facilities)



### Employee Store Track: "Employee Store Roundtable Discussions"

Here's your chance to share experiences, learn new ideas and meet your peers in an informal setting. Topics to be discussed include Financial Management, Computers in your Employee Store, Measuring Your Store's Success, Catalog Sales and How to Evaluate Vendors. Each discussion will be led by a facilitator.

2:00 - 3:00 p.m.	Exhibitors' Orientation
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## Thursday, April 2, 1992 (Cont.)

2:45 - 3:45 p.m.

### Concurrent Sessions

1) "Children's Events on a Shoestring"

*Speaker:* Collette Morgan, recreation administrator, Lockheed Emp. Rec. Assn. This speaker will share ideas on planning children's events on a limited budget for small and large companies. Attendees will have a chance to discuss and participate in activities which can be offered to your employees' families. You will learn how to develop creative, inexpensive and quality programs for employees and their entire family.

2) "Creativity in Newsletters"

*Speaker:* Sandra Hinzmann, CESRA, staff awareness coordinator, SRI Int'l. Newsletters can be the backbone of your communications. This session will show how you can clearly and creatively get your message across to your employees.

3) "Chapter Leader Workshop"

*Speaker:* TBA  
This session will consist of roundtable discussions involving a variety of pertinent topics for Chapter Leaders.

4) **Employee Store Track:** Merchandising and Sales of Imprinted Apparel in the Employee Store

*Speaker:* Kirk Kowalewski, Gear for Sports  
Learn display techniques currently being used at the retail level to merchandise apparel for maximum sales. Learn what fixtures and racks will be right for your store and budget. Find out what role graphics play in imprinted apparel and ways to maximize apparel sales without a lot of floor space or backroom area.

5) **Health Track:** "Wellness Roundtable Discussion"

Use this great opportunity to network as you ask questions and share ideas regarding these topics: Facilities, Nutrition, Fitness Classes and Wellness Education. Discussions will be lead by facilitators.

4:00 - 6:30 p.m.

### Exhibit Hall Grand Opening

A vast array of innovative products and services will be displayed by knowledgeable suppliers ready to serve you.

7:30 p.m.

### Evening at Opryland

## Friday, April 3, 1992

8:00 a.m.

Registration—Breakfast On Your Own

8:45 - 9:45 a.m.

### General Session:

"Take Charge of Your Life"

*Speaker:* Patricia Fripp,  
*A Speaker for All Seasons*

10:00 - 11:00 a.m.

### Concurrent Sessions



1) "Applying Computer Technology to Employee Services and Recreation"

*Speaker:* Arnold Maler, manager of recreation services, Apple Computers

There are many questions one may have before and after purchasing a computer. For example, one may question the need for and range of use of desktop publishing, drawing programs, business applications, custom software and electronic mail. During the course of this presentation, the goal will not be to teach applications but to show how computers can simplify a job.

2) "Problem Solving in Recreation and Leisure Services" Part I

*Speaker:* Joe Bannon Ph.D, president, Management Learning Laboratories, Sagamore Publishing, former head, Department of Leisure Studies, University of Illinois

In this two-part session, you will learn specific techniques to make intelligent decisions in difficult situations. While getting right into the problem-solving experience, you'll receive valuable skills, knowledge and confidence-building techniques you need to make decisions and meet your responsibilities. You will have an opportunity to interact with colleagues during valuable hands-on exercises that place you in real-life situations.

3) "Special Event Planning" Part I

*Speaker:* Don Chapin, Chapin and Associates

4) **Employee Store Track:** "Is Your Customer Service Only Lip Service?"

*Speaker:* TBA

Learn how you can make your store a special place to shop—a store that employees will always want to come back to and tell others about. The way you treat your customers can have an impact on how they view your store.

5) **Health Track:** "Getting Participation and Maintaining Interest In Your Wellness Program"

*Speaker:* Laurie Kelley, M. Ed., executive director, Baptist Center for Health Promotion

Learn how to use a marketing framework to grab interest with well-worded program descriptions, popular health topics, quality instructors, user-friendly registration, and strategies for gaining commitment. Also, Kelley will expose you to the cutting edge revolution in corporate wellness and its role in future program participation. This issue involves a trend away from "hard" measurements like fitness testing to "soft" programming in the areas of emotional wellness, self esteem and even parenting.

6) "Chapter Administrators' Session"

This discussion will address job descriptions, working with a Board of Directors and other meaningful information related to paid administrators of NESRA chapters.

**11:15 - 12:15 p.m.**

**Concurrent Sessions**

1) "The Lure of Desktop Publishing"

*Panel* including Cynthia Helson, NESRA director of communications

Find out why so many are attracted to desktop publishing systems. See a variety of uses for a desktop publishing system from producing flyers to newsletters to handbooks and tips on how it can help you save money.

2) "Problem Solving in Recreation and Leisure Services" Part II

*Speaker:* Joe Bannon, Ph.D., president, Management Learning Laboratories, Sagamore Publishing, former head, Department of Leisure Studies, University of Illinois

## **Friday, April 3, 1991 (cont.)**

### **3) "Special Event Planning" Part II**

*Speaker:* Don Chapin, Chapin and Associates

### **4) Employee Store Track: "Entrepreneurship Within Your Employee Store"**

*Speaker:* Bob Pindroh, CESRA, NESRA 1991 President

Have you ever thought of expanding your store to include services such as shoe repair, video rental or dry cleaning? This session will provide you with the information you need to develop these and other "nontraditional" store services. Also, learn how a payroll deduction program can help expand your merchandise mix.

### **5) Health Track: "Fitness for the Aging Workforce"**

*Speaker:* Jane Norstrom, exercise specialist/health education specialist,  
Park Nicollet Medical Foundation

During this interactive workshop, the following program models will be discussed: Get Fit While You Sit, The A.C.T.I.V.E. Program (Aerobic exercise, Competitive sports, Tasks such as shopping, etc.), fitness contests and incentives and many more programming ideas to offer your changing workforce.

### **6) "Selling to the NESRA Market"**

*Speaker:* Chuck Bashian, NESRA marketing manager

This session will give exhibitors insight as to what the NESRA market represents and how one should strategically plan their sales efforts.

**12:30 - 2:15 p.m.**

**Management Luncheon Honoring NESRA 1992 Employer of the Year**  
Lawrence Perlman,  
President and Chief Executive Officer, Control Data Corporation

**2:30 - 4:00 p.m.**

**Concurrent Workshops**

- 1) "Workshop—Less than 1,000 Employees"
- 2) "Workshop—1,000-5,000 Employees"
- 3) "Workshop—more than 5,000 Employees"

### **4) Health Track: "Making a Good Fitness Center GREAT!"**

*Speaker:* Jeff Asmus, director of employee services and recreation,  
Texins Association/Texas Instruments

You'll be updated on state-of-the-art fitness equipment and costs, trends in fitness centers, successful staffing, liability issues, computer innovations and much more!

**3:00 - 4:30 p.m.**

**Exhibit Hall Open Only For Employee Store Buyers**

This special session has been set aside for only those who have purchasing responsibilities for their employee store. Take this opportunity to receive special attention from our exhibitors specializing in employee store products and services.

**4:30 - 7:00 p.m.**

**Exhibit Hall Open To All**  
**Hosted Reception**

## Saturday, April 4, 1992

9:00 - 10:00 a.m.

General Brainstorming Session:  
"Is It Time to Revise NESRA's Name?"

10:30 - 11:30 a.m.

### Concurrent Sessions

- 1) "Integrating Employee Services and Recreation into Community Services"

*Speaker:* TBA

It's true. Community service programs can enhance your organization's image in the community, develop employee skills and solidify your role as an asset to the company. Come to this session to find out how and why.

- 2) "Retiree Services: Beyond the Gold Watch"

*Speaker:* TBA

In today's aging workforce, retirees are becoming a more prominent part of the corporate culture. This session will address what services and benefits, including recreational, social and volunteer programs can be provided for today and tomorrow's retirees.

- 3) "Chapter Presidents' Forum"

- 4) **Employee Store Track:** "Getting More Customers In the Door"

*Panel:* Elizabeth Hirschkind, employee services manager, IBM Corporation  
David Kneebone, manager of employee sales, Hoffmann-LaRoche,  
Charles Weill, supervisor, company stores, Nabisco Brands, Inc.

Discover how to balance your merchandise mix by maintaining an inventory of basic goods and services, seasonal promotions and occasional advertised specials.

- 5) **Health Track:** "Measuring the Financial Impact of A Wellness Program"

*Speaker:* Michael Mercer, Ph.D., The Mercer Group, Inc.

You'll learn a six-step method to calculate the return-on-investment of your wellness program. Also, you'll hear examples of how companies measure their bottom-line improvements, plus, you'll create an Action-Plan to measure your wellness programs' cost-benefits.

11:45 - 2:00 p.m.

Exhibit Hall Finale—Deli Lunch  
Afternoon Free

2:30-4:30 p.m.

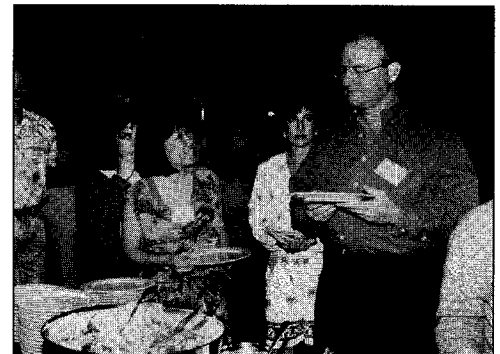
Board of Directors Meeting

6:30 p.m.

Reception

7:30 p.m.

President's Dinner



## Sunday, April 5, 1992

9:00 - 10:00 a.m.

General Session  
"High Impact People Skills for Your Career Success"

*Speaker:* Michael Mercer, Ph.D., The Mercer Group, Inc.

In this lively presentation, you'll find out how high-achievers stand out and land career opportunities. This session will be motivational, informative and exciting. Your speaker authored the book and Nightingale-Conant album, *How Winners Do It: High Impact People Skills for Your Career Success*.

10:30 - 12 Noon

Closing Brunch/Door Prizes

## Hotel Information

The Opryland Hotel  
Nashville, Tennessee  
(615) 883-2211

### Room Rates

Single or Double: \$109 plus tax  
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Upon receipt of your paid registration, NESRA will send you a hotel reservation card to mail to the Opryland Hotel or you may call the hotel directly, (615) 883-2211 to make your reservations.

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- 5 % Off First Class Cabin Fares
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A visit to Jack Daniel's Distillery will show how this whiskey is made every step of the way and how this town of Lynchburg, Tennessee, has had a great influence on American history. You'll also shop Lynchburg Square, which stands and operates much as it did centuries ago.

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Complete the enclosed Registration Form  
(Make duplicates if needed)

Send the Registration Form along with a check or money order for the full payment to NESRA Headquarters, 2400 S. Downing Ave., Westchester, IL 60154-5199



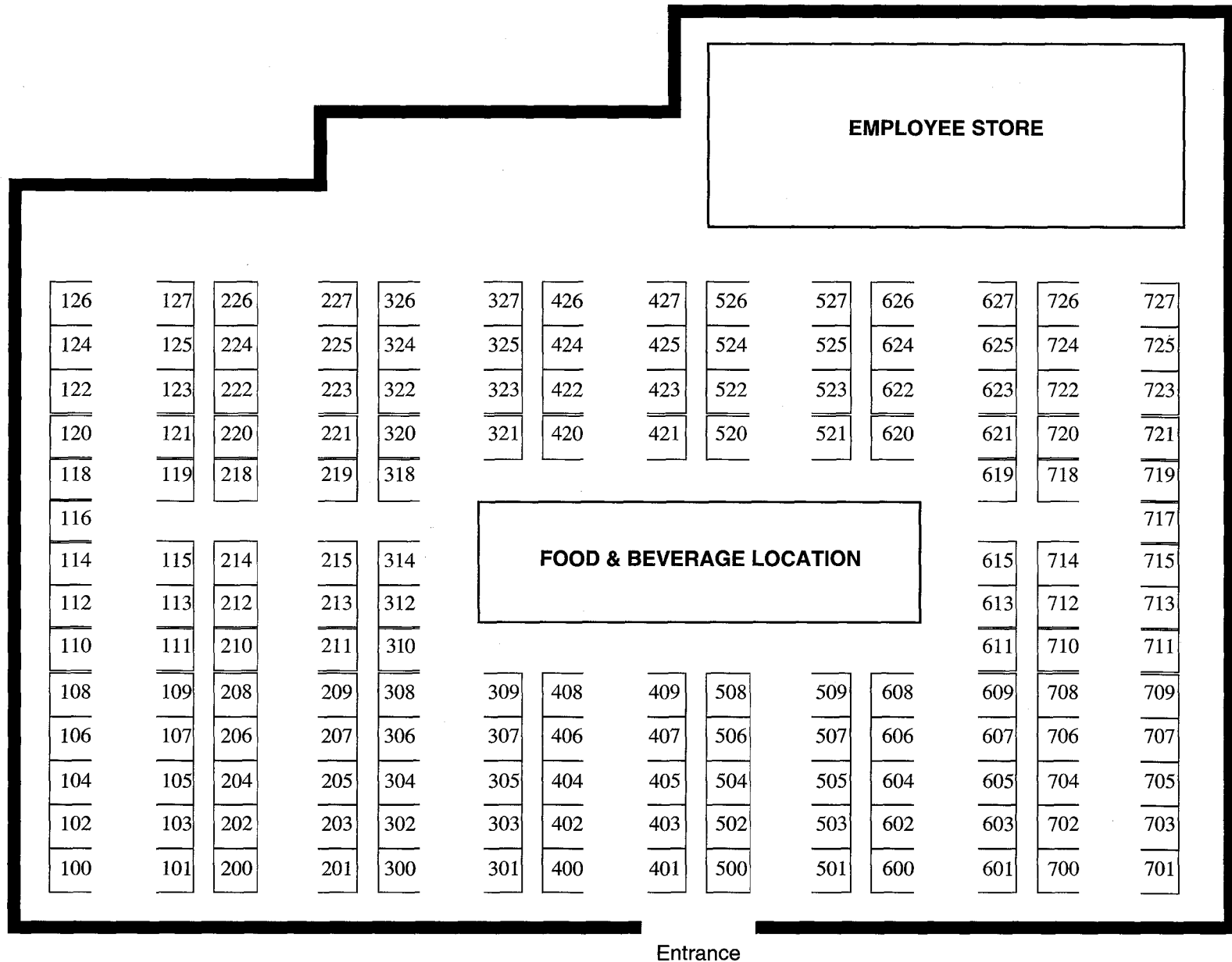
# NESRA

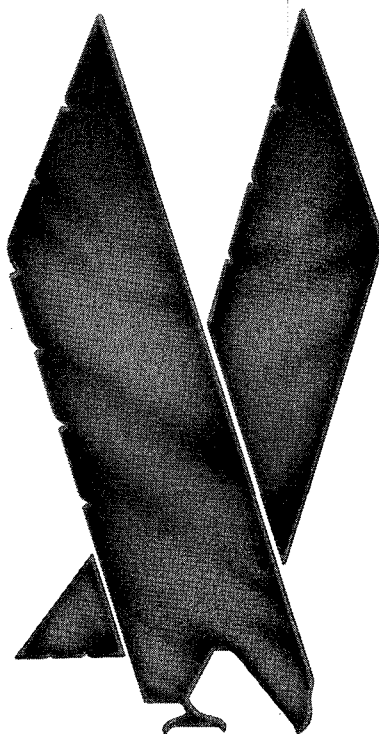
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Westchester, IL 60154-5199  
(708) 562-8130

# NESRA'S 1992 CONFERENCE EXHIBITOR'S LISTING AND FLOOR PLAN



BOOTH NUMBER	EXHIBITOR				
		308	Transglobal Tours, Inc.	520	Honeywell Consumer Products
		309	Howard Miller Clock Company	521	Best Western Seven Seas Lodge
		310	Brunswick Recreation Centers	523	Up With People
101	National Rifle Association	312	Las Vegas Convention & Visitors Authority	526	Pulsar Time
200	Holiday Inn Lake Buena Vista/Holiday Inn Main Gate East	314	Employee Photo Service, USA	527	Oneida Silversmiths
201/203	Universal Studios Florida	318/320, 322/324	Kissimmee-St. Cloud Convention & Visitors Bureau	600	Travelodge/Forte Hotels, Inc.
202	Wet 'N Wild, Orlando			601	Vacation Inns Of America
204	Residence Inn by Marriott Orlando Attraction Center	321	Days Inn/Days Suites East of Magic Kingdom	602	Palm Springs Aerial Tramway
205	Radisson Plaza Hotel Orlando	327	Ramada Resort Maingate at the Parkway	603/605	Fuji Trucolor Photo
206	Summerfield Suites Hotel-Orlando	400	Swissair	607	Variety Distributors
207	Ramada Hotel Resort Florida Center	402/404	Action Products Int'l., Inc.	606	United Artists Theatre Circuit, Inc.
208	Comfort Suites Sand Lake	405	D.M. Merchandising	608	San Diego Zoo and San Diego Wild Animal Park
209	Quality Hotel Orlando	406	Totes Inc.	609	Medieval Times Dinner and Tournament
210	Orlando/Orange County Convention & Visitors Bureau	407	Vi-Tel Electronics, Inc.	611	Universal Studios Hollywood
212	Ramada Orlando Central	408	CUC Publishing, Inc.	613/615	High Five Sportswear
213/215	Blue Mountain Arts, Inc.	409/508	Blackbird International	619	North American Marketing Company
214	Sheraton Orlando North Hotel	420	Coleman-Frizzell Inc./Black Hills Gold	620	Aris Isotoner
300	See's Candies	421	Knight Distributing Co.	621/623	Qualex, Inc.
301	Crown Sterling Suites	422	Houghton Mifflin Company	625/627	Busch Entertainment Corporation
302	Florida Briefcase	423	Vending Consultants Inc.	626	Sayings for You
303	Fannie May Candies	426	Hoover Company, The	700/702	American Poolplayers Association, Inc.
304	Milford Plaza Hotel	427	Southeastern Tape Distributors	701/703	Walt Disney's Magic Kingdom Club
305	Floravision	500	Bronson Pharmaceuticals	705/707	Walt Disney Attraction Sales
306	Biltmore Estate	501	Pirates Cove Hotel	721	Vanderbilt Inn on the Gulf
307	Holiday Inn Crowne Plaza	502	Business Innovations		
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# Customer Friendly Closing

*Employee stores serve a captive customer base. It's important to develop effective, nonoffensive sales closing techniques.*

by Suzanne Louer

**W**e all know that we are living through a period of rapid change. Long held assumptions, such as staying with one company for an entire career; affordable health care and full employment, are disappearing. The resulting economic uncertainties have challenged all retail businesses to re-examine their pricing, merchandising and customer service policies. Consumers, fully aware of how valuable their dollars have become, expect more for their money. These expectations include more attention to their needs through increased availability of merchandise information and accommodations in return, exchange and warranty policies.

A recent Wall Street Journal article regarding the lengths retailers will now go to satisfy customers described an incident at Hermes. A customer was dissatisfied with a \$3,000 dress she had purchased and wanted to return it. The salesperson wanted not only to save the sale, but to maintain a positive relationship with that customer. After asking questions to determine the problem, arrangements were made for a fitter to fly out to the customer, make the alterations and leave a satisfied and impressed customer. There may not have been much profit left in this

sale, but certainly the all-important issues of trust and value had been established, not only with this customer, but with all the friends she will share the story with. This long-term approach to achieving customer satisfaction and confidence is the real key not only to closing sales, but to repeating them

In retail, we have seen shocking struggles for survival simultaneously with remarkable successes. A common theme among the success stories is significant investment in staff training focusing on developing their ability to understand and meet the needs of their customers.

Here is a definition of the customer satisfaction oriented model of selling: "Achieving customer satisfaction by identifying and meeting customer needs with the features of our products and services." Notice that this definition identifies the goal of every interaction as "Achieving customer satisfaction..." not necessarily a purchase. Every interaction with a customer must be viewed as an opportunity to lay groundwork. As customers ourselves, we know that we are always forming impressions that make us want to come back to a store or sales associate—or avoid the need to.

This is particularly true when we are "just looking." How often have you been "just looking," until a salesperson made the right suggestion and you make an "impulse" purchase. How can you "make" this happen in your store?

Closing a sale begins with first impressions. When employees enter your store, offer them a true greeting showing you consider them a visitor rather than a customer. If you offer a warm welcome, you will more naturally enter into a conversation. The close then continues through your skillful questioning of customer needs and preferences and follows through to when you supply the appropriate merchandise features that meet your customers' needs.

Everything in the customer satisfaction oriented selling process leads to the close. It's here that you test whether or not you've been able to uncover and satisfy enough customer needs with merchandise and/or service benefits. Your closing statement should serve the dual purpose of reminding the customer of the product benefits that have been accepted and of requesting some sort of commitment.

If you've done an effective job of identifying customer concerns and preferences throughout the sale,

closing will be a logical and natural next step. Through effective asking and listening; observation; and even intuition, you have learned enough about your customer to point out appropriate features of products and/or services that will satisfy these needs.

When you observe acceptance signals, (action, words or facial expressions that indicate, in your judgement, that the customer has made a decision), you can test closing by summarizing the

merchandise features that were accepted by the customer and then ask in positive, confident language, for a commitment, based on the knowledge that you have satisfied the customer's needs.

## When A Close Fails

You closed based on acceptance of merchandise benefits, but the customer communicates some need or want is still unmet. In this case, ask open-ended questions to determine what information you overlooked.

When customers criticize your product, acknowledge these comments as any other buying needs. Fortunately the customer has given you critical information as well as an opportunity for you to demonstrate acceptance of their needs as your priority.

It may be that you will need to move to an interim close. There may or may not be a purchase at this time. An interim close allows you to establish a next step to keep the decision making moving and the selling process open if you cannot immediately close. For example, you may instead promise to call with additional information, etc. Allowing for an interim close is particularly important in this economic climate where price and value are issues that must be carefully considered by consumers, and often discussed with family members. In particular, regular customers would not want to feel obliged to purchase everytime they stop by even though they will appreciate a greeting, additional information or a demonstration. To maximize sales, a visit to your store must always be a pleasant experience.

Frequently customers cannot voice their true needs—particularly when they are personal, such as the need

for reassurance and approval. Your summary of the product features that meet their needs can be expanded to include reassurance of more subtle issues of taste or appropriateness. Customers may also be unwilling to admit that the item that meets their needs is simply beyond their budget. You should tactfully test for this by suggesting the most similar product available at a lesser price, for "comparison."

## Conclusion

Put yourself in your customer's place to develop an insight into what the real obstacles to a sale may be. You will not always be able to make a customer afford an item or have the merchandise that meets their needs. Remember though that your goal is customer satisfaction. Use your time to get to know the customer and always leave an open door for future sales. If you cannot close on a specific product, you can "sell" your store, and your services for future occasions. When you do make a sale, take the opportunity to provide information on complementary merchandise for immediate or future sale. Closing an interaction with a customer should always be a summary and a beginning—not the end.



*Suzanne Louer is a human resource consultant specializing in sales training and management development programs. Louer has reviewed sales training programs for professional periodicals and spoke at the National Retail Federation's annual conference on "Beyond Incentive Compensation." She has been certified as a professional trainer by Blessing/White; MOHR Retail; Learning International and American Society of Training and Development program with New York University. She can be reached at (718) 522-4042.*

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# National Employee Health and Fitness Day

*NESRA is cooperating with the National Association of Governor's Councils on Physical Fitness and Sports to promote National Employee Health and Fitness Day, May 13, 1992.*

by Gary B. Abosch

**I**n business today, a company's most important asset is the human resource. Just as a company has preventative maintenance to preserve its equipment, it also should provide a means for its employees to maintain their peak operating condition.

Companies have a choice to take a reactive or proactive approach with regard to the health of employees. One positive, proven approach is through employee health promotion programs. These programs not only help the employees, they benefit the employers through reductions in corporate health care claims.

National Employee Health and Fitness Day (NEHFD), taking place on May 13, helps employers start their employees on the road to better physical fitness. NEHFD, the nation's largest worksite health and fitness event, is annually presented by The National Association of Governor's Councils on Physical Fitness and Sports (NAGCPFS) and the Association for Fitness in Business. They are assisted in the promotion effort by 30 national health, fitness, and management organizations.

In 1991, more than 500,000 employees representing 3,190 companies took part in NEHFD. The

employees, through their activities that day, learned that regular physical activity could help them feel and look better, and help control their weight, blood pressure and stress levels.

"Research indicates that companies with active fitness programs for their employees are experiencing more productivity and less cases of illness and employee turnover," said Jim Liston, executive director of the NAGCPFS. "The companies that participated in the 1991 event saw the event as an effective tool for promoting a healthy lifestyle to employees. According to results from the post-event survey sent to company NEHFD coordinators, 99 percent of them said they would participate again in 1992.

"Many employers have held back their support of employee fitness programs because they believe that these programs involve high cost, such as building a new gymnasium," said Liston. "That sort of rationale is exactly why NEHFD is a perfect starting point for companies of any size."

"As a matter of fact," continued Liston, "NEHFD can be enjoyed by any type of employee; blue collar and white collar employees have reaped the same benefits and

enjoyment from the event as have teachers, electronics technicians, etc. Also, NEHFD is again being held on the same day as Federal Fitness Day, so government workers can join in this fitness effort." Federal Fitness Day is presented by the President's Council on Physical Fitness and Sports.

NEHFD was designed to be a stepping stone for employers who wanted to apply successful fitness programs without spending much money. Programs may be as simple as setting up and marking a run, jog, walk, and bicycle course outside a company building; providing demonstrations of various fitness activities (aerobics, weight training rope skipping, etc.); or incorporating local health and fitness clubs into the activities. "It's very easy and inexpensive for a company to take part in NEHFD," said Liston.

Gene Babon, AFB NEHFD national coordinator and health promotion manager for Warner-Lambert, said, "The growth in NEHFD participation from 1,200 organizations in 1989 to 3,090 organizations in 1990 illustrates the interest that employers have in supplying health and fitness opportunities for their employees. That increase is a clear indication of

NEHFD's success." In 1991, public and private sector employers from all 50 states, Guam and Puerto Rico participated in NEHFD. For the fourth annual event in May, more than 650,000 employees from 4,000 public and private sector organizations are expected to participate.

NEHFD also supports Healthy People 2000, the U.S. Department of Health and Human Services' initiative to improve the health of the American people by the year 2000. Both the NAGCPFS and the AFB are members of the consortium that drafted Healthy People 2000. Physical fitness is the first of the 22 objectives listed in the document. One of the goals within the physical fitness objective is to increase the percentage of employer-sponsored physical activity and fitness programs.

For organizations with an employee population of 50-99 employees, the goal is to have 20 percent of those organizations providing such programs by 2000. Those with 100-249 employees, 35 percent; 250-749 employees, 50 percent; and more than 750 employees, 80 percent. The U.S. Health Care Financing Administration is projecting that by 2000, the cost of health care per capita will be \$5,551. The goal of Healthy People 2000 is to reduce that cost as much as possible.

Companies can help achieve the physical fitness objective of Healthy People 2000 by registering with us for NEHFD," said Liston. The registration process, according to Liston, ensures that the company receives everything it needs to have a safe, successful event with minimum effort.

The registration packet includes a NEHFD T-shirt and water bottle for the company coordinator, health and safety tips, examples of activities that have been successful for other companies, ideas on getting support from the top, valuable discounts on health promotion products, other information that will benefit the company even after May 13, and a NEHFD incentive item order form. The registration packet sells for \$15 with a \$6 shipping and handling charge per order. Registration packets may be ordered by calling the NAGCPFS at (317) 237-5635.


The history of NEHFD dates back to 1982, when the Illinois Governor's Council on Health and Physical Fitness decided to present an event that promoted the importance of fitness at the worksite. Illinois Employee Fitness Day became so popular, that by 1987, more than 40,000 public and private sector employees were participating. The state employee fitness day concept became a national project when Liston, then the executive director of the Illinois governor's council, became executive director of the NAGCPFS.

In 1988, plans for the first NEHFD were developed by the NAGCPFS and AFB. More than 20 national allied health, fitness and business organizations assisted the NAGCPFS by promoting the event to members and employees. On May 19, 1989 nearly 200,000 public and private sector employees participated in the first NEHFD, representing 1,217 companies, 49 states, two U.S. Territories (Guam and Puerto Rico) and Canada.

Gary B. Abosch is director, national projects and communication for the National Association of Governor's Councils on Physical Fitness and Sports, Indianapolis, IN. You can contact him for details on NEHFD by calling (317) 237-5630.

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# Revenue Generation

*Here is a list of revenue generating ideas. They are suggestions. Be aware that implementing some of them may cause you to be subject to unrelated business income tax. We advise you to consult with your appropriate corporate department for its expertise.*

1. Ticket sales for theater/events at a slightly marked-up price
2. Christmas tree sale
3. Candy sales
4. Logo items, T-shirt sales
5. Guess how many jelly beans are in a jar contest
6. Raffle ticket sales
7. Festivals—charge admission and charge for each game
8. Hold a party and sell tickets
9. Silent auction
10. Recipe book sales
11. Hold a photo contest and have sponsors provide prizes, then sell calendars with winning photos in it.
12. Sell advertising on publications, team shirts, etc.
13. Candlelight bowling ticket sales
14. Photofinishing
15. Family portrait program
16. Gift item sales
17. Craft fair
18. Garage sale in parking lot
19. Bake sales
20. Vending machine sales
21. Bus token sales
22. Employee store
23. Business clothing sales
24. Auction "Office Maid for a Day"
25. Celebrity item auction
26. Craft auction
27. Collect aluminum cans, newspapers, recycling paper
28. Casual days—\$1 fee to dress casual
29. Softball tournaments/leagues fees
30. Car wash
31. Outside consulting
32. Corporate olympics—sponsor and entry fee
33. Walk-a-thon—participants must get sponsors
34. Jewelry sales
35. Variety show - employees in show, others pay to watch
36. Concerts of choral groups
37. Video rentals
38. Rent facility to private parties
39. Rental car discount programs
40. Credit card program
41. Poster sales
42. Vendor fairs
43. Catalog sales
44. Consumer directory sales
45. Sports equipment rentals
46. Health/fitness membership fees
47. Personal fitness consulting fees
48. Fees
49. Dry cleaning service fees
50. Shoe repair service fees
51. Interoffice consulting
52. Flower sales
53. Charge fees for courses
54. Health fairs—charge vendors for booths
55. Parenting fairs—charge vendors for booths
56. Food service
57. Barter agreement exchange
58. Movie ticket sales
59. Coffee mug sales
60. Travel program
61. Investments
62. Fitness-in-center contest fees
63. Discount ticket vending machine
64. Wrapping paper sales
65. Pay phone revenues
66. Rent bulletin board space to local suppliers-monthly rates
67. Provide officials for sports activities—for a fee
68. Bingo
69. Pancake breakfasts
70. Art contest
71. Newsletter advertising
72. Sale of old office furniture
73. Casino night
74. Auction of donated items
75. Dues
76. Purchase Post Office boxes, install them on site and rent them to employees
77. Sell classified ads in newsletter
78. Rent parking spaces to employees for RVs and Boats
79. Sell collector's items such as model trucks with your company logo on them
80. Coin-operated games
81. Special Sales—commission of sales-outside cafeteria, (jewelry day, clothing, art, etc.)
82. Sell concessions at picnics
83. Cater banquets
84. Newspaper stands—% of sales
85. Rent space to hairstylists on-site
86. Rent space to shoeshiners
87. Rent space to a manicurist
88. Offer gift wrap service in store
89. Bowl-a-thon
90. Health-a-thon—employees participate in healthy activities and get sponsors to pay a fee for every mile they jog, walk, etc.

**HERE IS WHAT ONE OF  
OUR CLIENTS IS SAYING  
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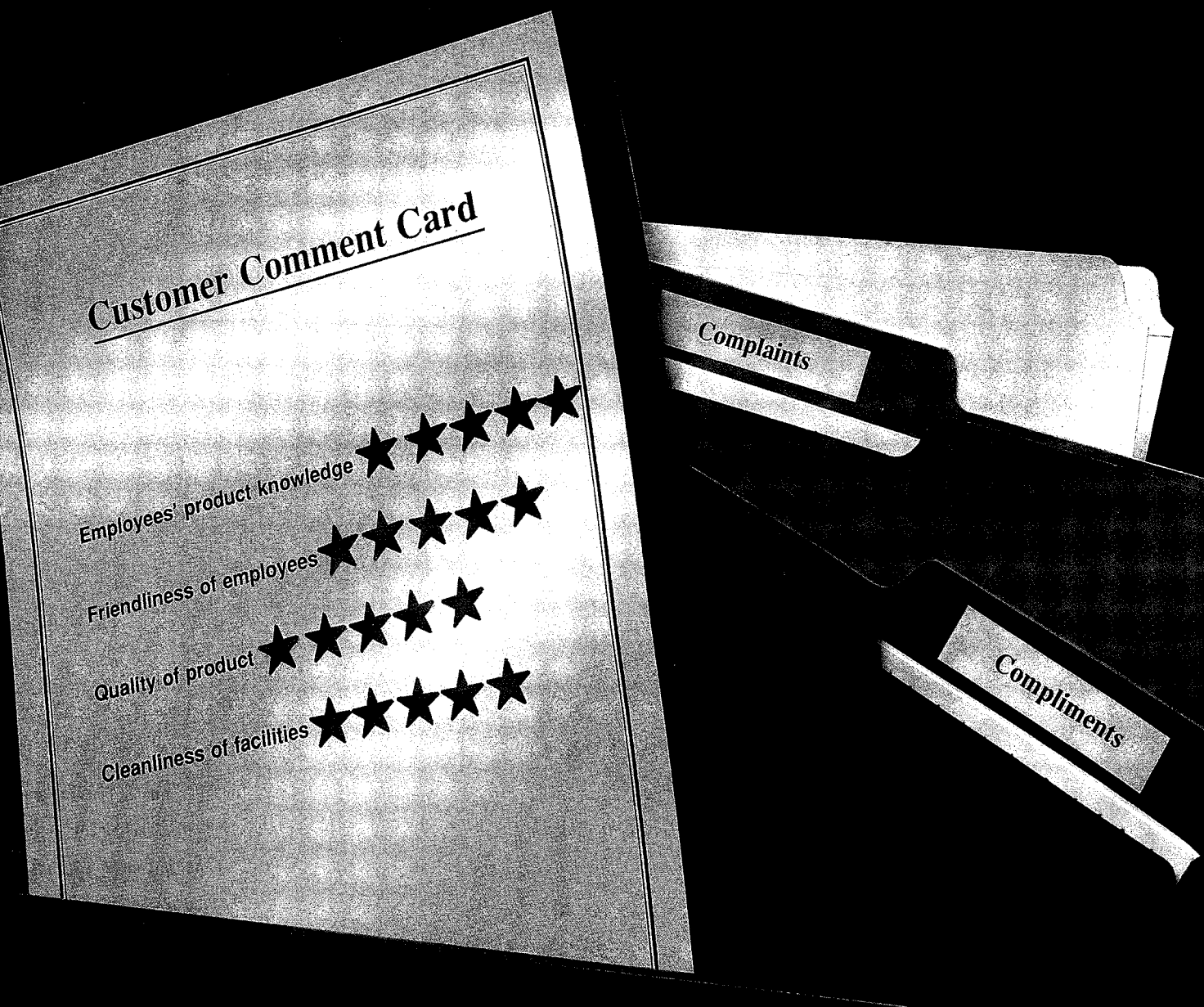
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# EMPLOYEE SERVICES MANAGEMENT

Journal of Employee Recreation Health and Education / April 1992



**A Strategy for  
Service**



# When you participate in NESRA you're part of a larger effort

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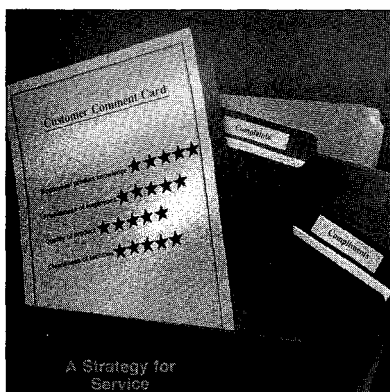
Associations like ours provide social and economic benefits that touch each of us every day. Think about it. If it weren't for associations, other institutions would be shouldering many added burdens. Who would be responsible for creating performance standards? Safety standards? Professional ethics? Providing top-notch education? Organizing volunteers? All of these efforts protect consumers and help Americans everywhere.

The work of associations is woven throughout the fabric of American society, and the public has come to depend on the benefits that associations provide.

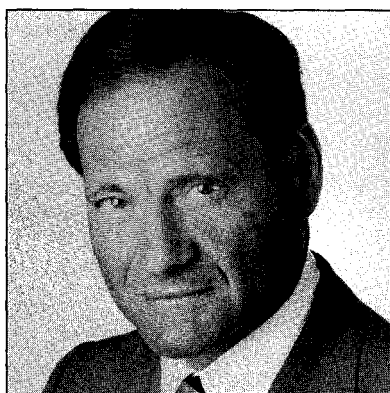


If you would like more information on how associations advance America, please call Tom Gorski, ASAE, 202-626-2704.

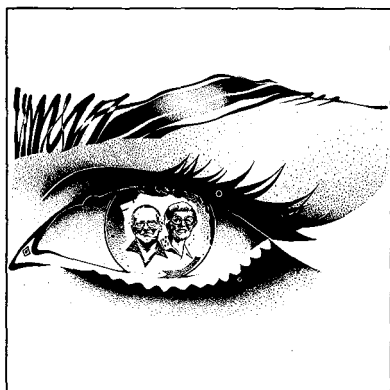




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# EMPLOYEE SERVICES MANAGEMENT

VOLUME 35, NUMBER 3

APRIL 1992

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# Are You Up To Something?



by Cynthia M. Helson, Editor

**A**re you up to something newsworthy? There's a good chance you are.

What's newsworthy? The media considers something newsworthy if it contains at least one of these seven news values:

- 1.) **Impact:** A story has impact if it affects many people. For example, if your company broke the record for donating the most amount of blood, it would have an impact on the community. In this case, your story is significant to many.
- 2.) **Timeliness:** These are events that are immediate and recent. Timeliness is especially important if you want the community to participate in something. For example, if you were holding an open house for employees and those in the community, you would want the media to announce it in a timely manner. The media has a sense of urgency to publish the information.
- 3.) **Prominence:** These are events involving well-known people or institutions. A couple examples of this would be if your CEO was going to participate in an event or activity or if you are going to join efforts with a larger institution such as the American Heart Association or NESRA. Names make news.
- 4.) **Proximity:** Is your activity or event happening in the same area the reader or listener lives? Bring your news home to the reader. News space is given to people or causes that are very emotional to the readers/listeners. For example, if your ES&R department developed a group of volunteers who went out to the neighborhood to refurbish vacant homes for the neighborhood homeless, this would appeal to the media.
- 5.) **Conflict:** Are there clashes between people or institutions? This is not always negative publicity. For example, your company may be combatting the rising health care costs by offering a substantial wellness program.
- 6.) **Currentness:** These are issues or events that are being talked about. Today, healthcare, eldercare, childcare and the economy are hot topics. What is your company doing regarding these issues? Are your discount programs helping employees stretch their paychecks?
- 7.) **Bizarre:** Unusual events, happenings or people. Perhaps your company has an unusual hobby club or perhaps you've developed a new twist to the company picnic. A fine example would be if your company has a snowball softball team and you know one of your employees has a tradition of playing in his/her bathing suit.

Oftentimes stories can be placed under more than one of these values.

You're in an ideal situation to not only publicize your ES&R department's happenings and your company's concern for employees but you can also use this opportunity to promote your employee services and recreation field and your association, NESRA. Develop press releases announcing your events and happenings. Also explain that your company is so dedicated to its employees that it is part of a larger organization, NESRA, which is dedicated to enhancing employee quality of life. There is too much publicity about what corporate America is doing *to* employees and not enough publicity about what corporate America is doing *for* employees.

If this means sending information to your public relations office on a regular basis do so. First, research the proper format your information should take. You might find preparing a traditional press release to be most effective. Then follow up with your PR department. Discover how they work and how you can help spread the news.

I believe you are up to something newsworthy. The more people who know what you're up to, the greater recognition and respect you'll earn.



---

# Is It Time to Revise Our Association's Name from NESRA to NESA?

by Dave Baker, CESRA  
NESRA President-Elect,  
Chairman, Policy Committee,

**I**n 1941 our professional organization began with the title, the National Industrial Recreation Association (NIRA). Throughout 1979 and 1980, a debate centered around changing NIRA to the Employee Services Management Association (ESMA) or the National Employee Services and Recreation Association (NESRA).

As we all know, NESRA was the popular choice and has remained the name of our association since then. Now in 1992, at the recent Winter Board of Director's Meeting in Florida, a general session of the Board, chaired by President Scott Baker, CESRA of Xerox, discussed the possibility of revising the name again—for a number of reasons.

Is the name NESRA still current? Is it appropriate? Does it accurately encompass the scope of our job responsibilities? Many of the Board of Directors thought a change was in order, some thought it wasn't.


Now it appears that the proposed revision will be brought to you, the membership for your consideration and viewpoints.

The revision? The proposal will be to call ourselves the National Employee Services Association (NESA) rather than NESRA. What's in a name? A lot. A name should be representative, descriptive and accurate. It says "who we are" to the outside world, to our individual members and to our management.

What, you say, drop 'recreation' from our name? Isn't recreation a big part of our jobs? Won't we be losing an important portion of our identity by dropping it? Possibly. On the other hand, recreation, for many of us in the field, is just one of the areas in which we work, a part of the overall picture, a piece of the total 'pie'.

Employee Services is an "umbrella" term under which many of our job responsibilities fall. Athletics, dependent care, blood drives, van pools, travel, service awards—the list goes on and on—are all areas of service to our employees by many NESRA members. Shouldn't our name, therefore, reflect our current situation?

To gauge how accurately your Board of Directors reflects the feelings of the membership, the subject of a name revision to NESA will be publicized in several ways in the coming months. First, the Policy Committee has directed a random sample survey of the membership. The findings will be tabulated, disseminated and discussed in an 'open forum' general session at the April National Conference in Nashville—another reason to "come on down, ya'll!" After this session it should be evident that either new direction will be taken and a revision will be made or that the membership is satisfied with the status quo.

The significant point to remember, regardless of whether or not you are for or against, is to express yourself. Take advantage of the opportunity to voice your opinions so that your Board of Directors can continue to be responsive to your needs. 

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## Travel News

Americans spent more money on travel than on clothes, accessories, jewelry and personal care items combined in 1990, says a report of the Travel and Tourism in the United States by the National Tour Association. International travelers spent six times as much as their American counterparts on a per capita basis last year.

About 16 percent of the trips Americans took in 1990 were for business, which included trips taken to sell a company's products or services; to carry out its operations; to consult or manage a company; or to attend meetings, conferences, conventions and trade shows.

In 1990, there were a reported 210 million business and convention person-trips taken, and business travelers spent \$115 billion; 41 percent on airline fares, 22 percent on hotels/motels, 16 percent on meals, 11 percent on entertainment, 8 percent on rental cars and 2 percent on miscellaneous.

## Build Inner Power

Those situations and people that tend to "shut us down" and make us lose our personal power can be overcome. Shut down is the sinking feeling when our emotional state comes down in seconds, according to *Chicago Life* magazine.

Shut down occurs because of fear of rejection, an overdeveloped sense of responsibility, fear of emotional independence, fear of risking a relationship or fear of change.

If you feel shut down, use these tips:

- List your payoffs. What do you

think you'll achieve by giving up your power to other people? Ask if you achieve your goals with your present behavior.

- Visualize your successes. A potent tool for building greater personal power is utilizing the positive experiences in your own past. Create an internal file of memories of success. Visualize these experiences in detail as often as you can.
- Find your emotional link. People who are easily shut down usually share a common history: They were invalidated, made to feel as if their feelings, thoughts, and actions were unimportant or undesirable, by parents, teachers, or early employers. Put that shame back where it belongs, on the people who shamed you. Write a letter, you don't have to mail it. Get those feelings out so that they no longer choke your personal power.

## Pro-child Tax Benefit

Texas Democrat Senator Lloyd Bentsen has proposed a \$300 tax credit for every child of 18 and under who lives at home in a taxpayer's family, reports *Insight Magazine*.

This may not sound like a lot of money but for a family of four earning \$35,000 it would reduce taxes by 25 percent. This tax relief has the advantage of being drawn from the "peace dividend" and wouldn't necessarily raise taxes somewhere else.

This tax break is only one way towards a pro-family policy. Society also needs to make up its mind about the best ways to provide government incentives to strengthen the family. This could be accomplished by encouraging family care for children, or day care, or both.

## Preparing For Retirement

In 1970, 83 percent of men between the ages of 55 and 64 were working; today only 67 percent are employed, according to *U.S. News & World Report*. With employers madly trimming payrolls, many workers now in their 40s may find themselves facing an early-retirement offer long before they planned on one.

Starting to save regularly, preferably in your 30s gives the chance for your savings to compound. Experts recommend sticking with a strategy for investment instead of constantly shifting your focus.

Asset accumulation is based on the theory that if you can't touch it, you won't spend it. An automatic investment program does the savings for you. A preselected amount is automatically withdrawn from your paycheck and added to your savings program.

With the automatic investment in mutual funds you'll buy some shares cheap and some on the high side, but the average price should be favorable.

The longer you have until retirement, the more you need to stress growth stocks; some financial planners recommend that clients, until their mid-50s, create portfolios entirely of stocks or equity mutual funds. While retirees will naturally stress current income and safety, most planners believe that it is a mistake to get out of growth stocks altogether; you may be drawing on your nest egg for a very long time.

Use dividend stocks for income. Even when it comes to income, stocks such as utilities that pay sizable dividends may be a better source than bonds.

## Do Doctors Encourage Non-smoking

Physicians should play a more active role in helping smokers give up cigarettes, according to a Stanford University study which found only 50 percent of 2,710 smokers were advised by their doctors to quit.

The researchers have recommended that physicians schedule smoking cessation-specific office visits when practical, "an option that could become easier if compensation becomes more available for preventive services."

The group recommends physicians mention the importance of smoking cessation at every office visit.

The survey found that while 69

percent of smokers aged 50 to 74 had been told to quit by a physician at some time, only 13 percent of smokers ages 12-17 were told to quit, even though they had more contact as a group with doctors than did older smokers.

The researchers believe there may be several reasons why doctors infrequently urge smoking teens to quit. Physicians were more likely to counsel longer-term smokers, might have been reluctant to embarrass adolescents in front of their parents, may not have considered smoking in otherwise healthy younger patients as important, or may have been unaware their young patients smoked.

The study says physicians should aim to be so clear, memorable, and repetitive in their attempts to provide

smoking cessation advice for these groups that it is nearly impossible for patients to forget or deny counseling.

## Outlook for 1992

Information "superhighways" connected by fiber-optic cable will link scientists, business people, educators, and students. Current computer networks only link a few computers; in the future, everyone could log on, says *Outlook '92 and Beyond*, recent forecasts from *The Futurist* magazine.

Other future happenings predicted:

- "Microbusinesses", entrepreneurial ventures started up by people displaced by companies'

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restructuring will be common in the early 21st Century.

- Downsizing will reshuffle the workforce, creating a new business culture in which most people will not only have more than one career, they will have been laid off at least once, can expect to be laid off again, and are likely to behave as if their current jobs are fleeting.
- Telephones that instantly translate foreign languages may emerge within the next 20 years.
- Exercise programs will be developed that allow automobile drivers to work out as they commute.
- Traffic congestion will continue to worsen, making commuting a nightmare and affecting a range of issues, from work schedules to property values.

• Parents who leave their jobs for a period of time to devote their time to a family may increasingly be treated like veterans who leave jobs to serve in the military. Their positions will be held for them or they will receive preference in hiring.

The World Future Society is a nonprofit scientific and educational association with headquarters in Bethesda, Maryland.

## Health-Care Cost Containment

Usually left out in the health-care cost containment process are the employees themselves, reports *HRMagazine*. Even though

employees consider health benefits a number one priority, most have had little or no input into their company programs.

Health-care costs do not respond to marketplace supply and demand. Although doctors receive only 20 percent of the health-care dollar, they dictate 80 percent of health-care delivery and cost. Those that are involved in health care, both the givers and receivers, need to keep costs down.

Companies need to convince employees who have historically been left out of the decision-making process to now affect changes. And it is up to the employers to communicate a need for cooperation when dealing with group members who perceive themselves as victims



# NESRA

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of the problem rather than solutions.

Many companies are proactively using film, video, computer, telephone and written communications to convince workers to share in the responsibility for rising health costs. Studies show face-to-face communication with employees works best.

Some companies are using both incentives and disincentives in communicating the need to keep health care costs down.

In addition to communicating information about wellness programs such as weight control, smoking cessation and medical screenings, employers should provide employees with information on alternatives to suggested care, the dangers of proposed care and the cost of medical care.

Patients should be educated and take some ownership regarding the choice of treatment. Employees also need to be informed about legitimate costs for services and receive basic help in reading and understanding medical jargon.

To persuade your employees to join in a cost-controlling partnership, promote the credibility and value of your health-care cost containment programs.

## Luxury Hotels

Hotels in every price category are suffering from the effects of the recession. The hardest hit have been the upper-end luxury hotels, says *Frequent Flyer* magazine.

It's not just super-deluxe properties in the nation's big cities that are suffering. No matter what hotel owners once thought, there just aren't many business travelers who are willing to pay \$250 a night for a hotel room in St. Louis or Cleveland.

The hotels are getting hurt by the

decrease in corporate travelers resulting from cuts in corporate travel budgets. Also, too many hotel chains built too many luxury hotels at the same time.

Through 1979 deluxe hotels represented about 5 percent of all rooms. From 1979 to 1982, about 40 percent of all the new hotel rooms built were deluxe rooms.

This means good news for frequent flyers. As the super-deluxe hotels struggle to keep their properties filled, the hotels are discounting freely and frequently.

## Over 55

Those age 55 and older are a pool of motivated, experienced and skilled workers, according to *Employee Management Association Journal*. Between 1990 and 2000, the 55-and-over population is expected to increase by 6 million at a rate of 11 percent, twice that of the under-55 population.

Older workers may tend to rate high on experience, knowledge, reliability and good work habits, but employers may think of older workers as resistant to new ways, as unable to cope with new technologies and as having physical limitations.

Businesses need to develop programs to keep and attract older workers. Phased-in retirement, job-sharing, flextime and rehiring of retirees are options for restructuring jobs. Older workers need to attend training to update their skills. Employers should be aware of the large number of job seekers in their 50s and early 60s who have management, administrative, and technical experience and expertise.

Employers need to be aware of the age bias in our culture. It might call on special sensitivity from the inter-

viewer to see beyond the lack of job-hunting skills and lack of confidence to the dedicated worker underneath.

## Are Businesses Listening?

*Fortune* magazine recently polled leaders in commerce, politics, religion, and academia, as well as workers, scientists, writers and others, on what they want U.S. business to do in the coming year. Some of the quotes follow.

- George Bush, President of the United States, "I think our system works best when independent enterprises take their cue from the market, not from Washington. In 1992, what I want to see is simply this: I would like to see you do what you do best."
- John Sculley, CEO, Apple Computer, "I would like to see our country put the skilled middle class back to work in 1992. American middle-class workers are terrified they will lose their jobs, and they are hesitant to take on more debt because their main investments, their homes, are worth less and aren't convertible into cash."
- Carla Hills, U.S. Trade Representative, "U.S. manufacturers should make defect-free delivery their No. 1 objective."
- Stanley Gault, CEO, Goodyear, "To a very large degree we are underestimating our global competitors' capability and speed of change, and we are overestimating our own immunity from the need to change. We are overestimating our ability to recover economically and underestimating the power of the rest of the world. If a company with global competitors does not have a realistic and viable plan to be truly a global enterprise, then that company certainly can't be successful."

## Dual-Career Employees

The 1990's two-gender workforce wants to better balance career and family obligations but feel they receive little help from their corporate employers, reports the *EMA Journal*. There are five areas of interest in keeping dual-career couples.

1) Nepotism policies dictate whether family members are eligible for employment. Negative rules range from those prohibiting the employment of any relative to those prohibiting the direct supervision of a spouse.

One job per family is outdated and serves neither families or corporations. Favoring the employment of couples expands the labor pool, aids in recruitment and relocation and reduces turnover rates.

2) Conflict of interest problems have been arising lately. In the 1990s, companies more frequently find that the spouse of an executive holds a key position with a competitor. Most two-career couples who find themselves in potential conflicts of interest situations solve the problem by not talking shop at home.

3) Companies will have to rethink relocation policies. Changing values of employees have increased resistance to relocation. In dual-career marriages, financial losses add to the stresses. The "trailing spouse" often takes a job with lower salary, lower status, and limited potential.

Emerging in the '90s are policies for joint transfers and regional career advancement programs for spouses employed by the same organization. In cases where companies cannot provide a family move, help can be provided for the two-city commuter marriage.

4) Developing flexible work arrangements becomes a necessity as

dual-career families ask for more involvement in how jobs are done. Estimates say that 25 percent of the workforce is now on some type of flexible time schedule. Most programs incorporate a core work time with flexible time selected by the individual to fit personal needs.

5) By 1995, 80 percent of women between 25 and 34 will be working, and 90 percent will be mothers. Companies are looking into child care, eldercare, and family leave alternatives.

There is a belief that the corporation can benefit from helping the employee develop an effective balance between the demands of the workplace and the demands of the family. And a second belief is that the employee not only wants to but must retain the primary responsibility for handling family matters.

In the 1990s family issues management will be necessary to remain competitive.

## Don't Play to Win

When playing sports, don't just play to win, play to improve, suggests *Vitality* magazine. Setting goals for yourself will help you keep interested in athletics longer. The more you keep active, the more you benefit.

Striving to meet or exceed your goals will redirect your main focus from winning to honing your skills. For example, a tennis player might concentrate on getting 60 percent of their first serves. A softball player can concentrate on his/her batting average.

Playing athletics can improve your mental and physical health. With this strategy, win or lose, you still gain a sense of accomplishment.

## Working Resolutions

There is constant news about corporate cutbacks on staff and budget so it's more important than ever to improve your career in 1992, according to *The Chicago Tribune*.

Develop a career mission statement by asking yourself what really makes you passionate. When you are passionate about something, the excitement and challenge of it will move you ahead.

Start moving on your career goals now. Make sure your goals are obtainable and don't procrastinate.

Be a better communicator. Learn to tell people how you feel and don't internalize things.

Beat work stress by learning to meditate, eat right, make exercise a priority or enroll in a stress-reduction seminar.

Become a time manager. Set up a master list on which you track important projects on a daily, weekly or monthly basis.

Be a self-promoter by using opportunities to put yourself in front of a group.

Make your boss your biggest fan. Sit down with your boss and discuss what you can do for the company and what you would like in return. Bosses will reward employees who aren't consistently the first to leave, as well as those who don't overcommit yet keep commitments they do make.

Don't put all your eggs in one basket. Join one high-powered networking group and volunteer to serve on one of the committees.

Dress for success by looking as if you mean business.

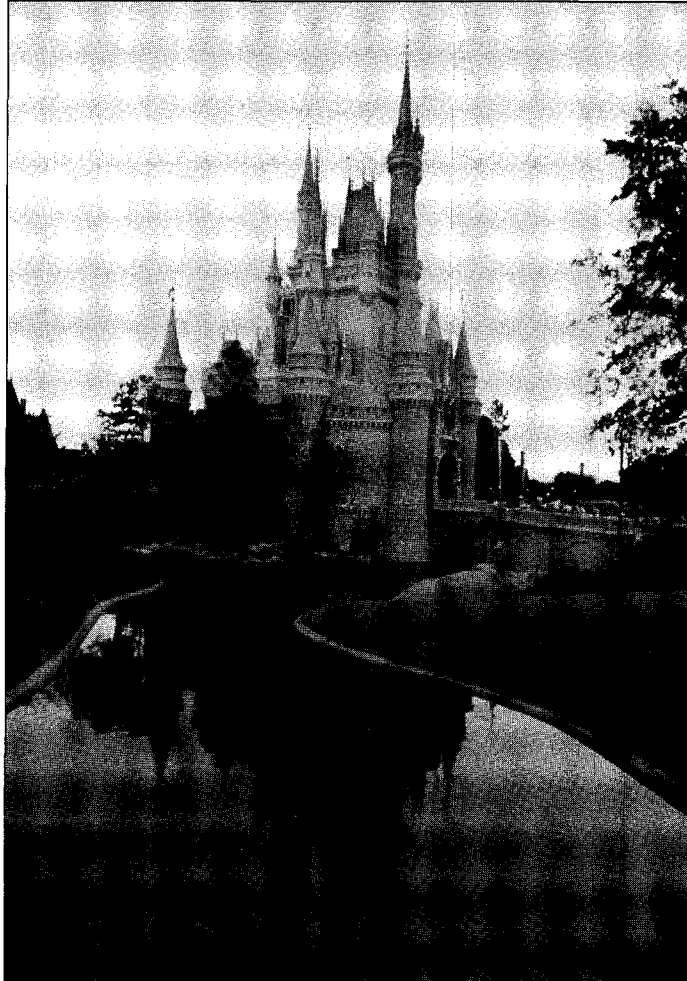
Cultivate a sense of humor. People who have a sense of humor in the workplace are people that others like to be around.



# *A Strategy For Service*

Disney presents its philosophy for quality service and offers suggestions on how to apply it in the employee services and recreation setting.

by Terry Brinkoetter



*Cinderella Castle*  
© 1990 The Walt Disney Company

*Many organizations are striving to improve their level of quality service through the performance of their employees. Some have recognized the importance of the corporate culture and environment in the process. Disney believes strongly that the culture, environment, and performance of people lie at the heart of a successful quality service program.*

**G**uests at the Walt Disney World Resort typically comment on three main aspects of quality service: The cleanliness of the place, the show itself, and the friendliness of the employees (called Cast Members). These reactions are compiled through comment forms, surveys, focus groups and letters. Together, they reflect the original business philosophy of Walt Disney, who summed it up by saying:

"Give the people everything you can give them...

Keep the place as clean as you can keep it...

Keep it friendly...Make it a fun place to be..."

While this philosophy applies to a place of entertainment and family vacation fun, it has applications to any service-oriented organization, including employee services and recreation associations. What brings this philosophy to life at the Walt Disney World Resort is a well-structured, complex and fast-moving organization of people. Committed to a single goal of creating happiness for visiting Guests (not customers), the Disney Cast Members live a corporate culture—a way of life—that places the Guests' enjoyment above all else. This same philosophy can easily translate to the ES&R environment. The challenge is to make philosophy a reality by providing a service that employees (the ES&R "Guests") will want to use repeatedly.

After a visit to the Walt Disney World Resort (a happy place which includes the Magic Kingdom Park, Epcot Center, the Disney-MGM Studios Theme Park, resorts and recreational facilities), many people are prompted to ask, "How does Disney do it? How do they get over 33,000 Cast Members to perform more than 1,400 different roles (not jobs) and deliver quality service with a smile? How do they do this for millions of Guests, 365 days a year, often in 98 degree heat and 100 percent humidity? How do they maintain a quality service standard that many say is unmatched anywhere? What's the secret to their success?"

The secret to the Disney approach is that there is no secret! Disney demonstrates that high levels of quality service can be attained by developing, refining and living a business strategy based on hard work, attention to detail and exceeding Guest expectations.

While there is no "secret" to the Disney approach to quality service, there is a formula. Disney strongly believes that the quality of the Guest experience, plus the quality of the Cast Member experience, plus quality business practices equals success. It's important to note that the quality of the Cast Member experience will never equal the quality of the Guest experience. However, Disney has learned that there is a proportional relationship between the two. If the message of quality

and service is communicated to customers by an organization, it must also be present in the relationship the organization has with its employees.

The first challenge in developing such a strategy is to define a company's business. Disney strives to provide quality entertainment in its Theme Parks. They also serve food, sell merchandise, operate resorts and recreational facilities, run transportation systems and provide a myriad of Guest and support services. More important, they recognize that the common thread running through it all is the ability to make their Guests happy. That's why people visit the Walt Disney World Resort...to find happiness!

Employee services and recreation departments can also benefit from having a solid definition of their function.

By providing services, recreation programs and events, they are enhancing the quality of life for each employee they serve. In a very real sense they're creating happiness too.

Disney knows, happy guests will return. Repeat visitation is the name of the game. In fact, most Guests who will visit the Walt Disney World Resort this year have visited before. They come back to say, "Encore... let's do it again!" Disney recognizes that they have a loyal audience with high expectations. Many people travel great distances in search of their happiness. Disney understands that they cannot disappoint a Guest, even once; if they do, the Guest may never return. It's this understanding that defines Disney service as "Guest driven!"

Employee services and recreation can also be considered Guest driven, since its success depends on employee return visits. This concept is especially important when dealing with a captive market. It reinforces the need to make every interaction a pleasant one. If employees are disappointed once, they may never return and they may also keep away other potential "Guests".

While the Disney service strategy may appear complicated, it's really very easy to understand: Each Cast Member serving each Guest one at a time, a series of "magic moments" that add up to the overall experience. With each Cast Member, Disney knows its name and image are on the line; the show is that fragile. Disney knows that Guests remember the best and the worst experiences; the rest fall into a standard. To raise that standard, Disney works hard to recognize and reward those Cast Members who are doing it right. Cast Members who are not meeting the standard are coached and, as a last resort, disciplined. Disney strives for

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*Employee services  
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driven, since its  
success depends on  
employee return  
visits.*

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perfection, knowing they'll never be perfect, but that they'll reach a higher standard for the effort. So, part of the strategy is based on the realization that quality service can only be attained through the dedicated efforts of people, the performance of the Cast, creating happiness for the Guests.

## The Culture Is The Key

The bottom line to "how Disney does it" is the corporate culture, or "the way we do things around here." While corporate culture is certainly a buzzword these days, it really is the quickest way to get across the concept of what works. They define quality service as a series of behaviors exhibited by Cast Members in the presence of Guests. These behaviors include smiling, making eye contact, using pleasant phrases, performing their role functions and the many other details that add up to the "personal touch" in the eyes of the Guests.

At the core of the Disney philosophy is the belief that people (both Guests and Cast Members) are products of their environment. To the degree that an environment can be controlled, the appropriate reactions of people within that environment can be predicted. Disney, therefore, strives to control, within good business sense, as much of the environment at the Walt Disney World Resort as possible. Both the experience of the Guest and the experience of the Cast, although adhering to different standards, are orchestrated to be as positive as possible.

The Disney philosophy of Guest service was established by Walt Disney with the opening of Disneyland on July 17, 1955. He was committed to providing "good show" through themed entertainment. In essence, Walt took his greatest film endeavors and translated them into a form of three-dimensional "reality." Walt took a theater audience and lifted them onto the stage, surrounded them with sets and props and had them interact with actors and actresses (the Cast Members). In a sense, he put the Guests in the middle of the action, engaging all five senses and enabling them to experience the show, scene by scene, in a preplanned sequence. Disney views its show like a live performance and the physical setting like a movie set. Everything must be carefully designed and constructed to bring home the feeling of theme and service to the Guest, in a word—quality. Each day, the set must be perfect, restored to its shiny luster so Guests can "shoot the movie through their eyes."

The concept of show business is extended throughout the culture and helps in attaining the "buy in" of the Cast. From the very beginning, a Cast Member is not hired for a job, but rather cast for a role in the show. Cast Members

wear costumes, not uniforms. They play before an audience of Guests, not a crowd of customers. When they are in a Guest environment, they are "onstage" and when they are in an employee environment, they are "backstage." This vernacular communicates to Cast Members that they are in show business. They are not necessarily to be themselves when onstage, but rather to play a role. The role calls for an "aggressively friendly" approach; one that incorporates smiles, enthusiasm, sincerity, high energy and concern for the happiness of the Guest. In short, a Cast Member is a host or hostess.

The well-defined culture of the Walt Disney World Resort is the result of hard work over many years. While the culture continues to evolve and change, its purpose remains the same: To support Cast Members in exceeding the needs and expectations of Guests. The culture of other organizations may or may not be as well defined, but it still exists. The question is not how to create a corporate culture but it's what kind of culture does the organization have.

One tool for defining the culture is a very simple exercise where executives are challenged to think of the first three words that come to mind when they think of their organization. The same question is put to their employees and the people they serve, "What three words come to your mind when you think of 'XYZ' company?" These answers, descriptive words commonly associated with an organization by its customers and employees, offer profound insight into an organization's culture.

## Knowing the Audience

In order to exceed Guest needs and expectations, the Walt Disney World team works hard at "Guestology," the study of the Guest. The goal of this effort is to understand who the Guests are and what they want. A similar study can help ES&R managers better understand the employees they serve. In addition to learning employee demographics, managers may want to discover more about employee needs and behaviors. Spearheading the Disney research effort is the Research and Statistics Department. Ongoing surveys conducted by Research and Statistics help keep a finger on the Guest pulse, learning qualitative and quantitative information.

In addition, Guest Letters departments of both the Parks and Resorts Divisions receive tens of thousands of letters and Guest Comment Forms annually. Both departments strive to respond to each one as quickly as possible. To close the information loop and provide valuable feedback to operational management, Guest Comment Reports, abbreviating the essence of all Guest comments, are generated and distributed weekly to management. These reports are classified by location and

list all compliments and complaints. This process brings problems to light quickly so they can be dealt with and reoccurrences prevented.

Another information-gathering tool used by Disney is focus groups. These are conducted by Walt Disney World Marketing to gather qualitative information concerning the open-ended impressions of Guests and their reactions to future projects.

Perhaps the most important feedback system in terms of the continuous refinement of the Walt Disney World Show is an example of "management by walking around" when managers get out in the area to observe and talk to Guests and Cast Members at the point of service delivery. While top executives commit many hours to this process, it is the line supervisors who spend 60-70 percent of their time where the business is...each Cast Member serving each Guest one at a time. It's these firsthand experiences that develop a sense of urgency to react quickly in service recovery when things go wrong.

Disney doesn't tend to stop with Guestology because uniqueness is also an important part of the Disney strategy. Michael Eisner, Chairman of the Board and Chief Executive Officer of the Walt Disney Company, likes to get involved in the creative process to a surprising level of detail. He continually challenges Team Disney with questions like, "Where's the Disney Difference?" and "What makes it Disney?" He does this in a constant effort to find and create that which is unique and yet will fit within the well-defined Disney culture. The culture fosters creativity and innovation within everyone's role. It also instills a desire for continuous refinement, never to be satisfied with that which exists.

## Empowering The Cast

The process of empowering the Disney Cast begins with strong creative leadership...leaders who can create a descriptive vision of the future; "sell the vision" to each member of the Cast, getting them excited about it; and follow through to ensure that each milestone is reached in a timely manner. The empowerment of the Cast begins at the top with a strong commitment and willingness to set the example, in other words, "to walk the talk!"

The Disney show is extremely fragile, requiring a lot of hard work and discipline to accomplish it. To make it work, the people involved have to want to do it. The autocratic method doesn't work for Disney, nor have they been successful because they've written everything down and structured the process to the finest detail.

A Strategic Planning team assists management with the development of 5- and 10-year strategic plans. These are updated annually with the corporate executive team. In addition, the Walt Disney World Resort operating management develops an annual capital budget and



*Guest In Fantasyland*  
© 1990 The Walt Disney Company

operating plan. Together, these tools are essential in helping to keep Disney on track through the development of the company's goals and objectives. Once given the assignments, the individuals responsible for them are provided the necessary resources and authority. This empowerment also holds them accountable for completion of the project.

The purpose of such a strategic plan is to create direction and accountability. Empowerment is the key to getting everyone involved and obtaining their critical "buy in" to the plan. In Disney's view, empowerment is an active process that encourages the Cast to get involved, taking the strategic plan from the corporate boardroom to the point of action on Main Street U.S.A. in the Magic Kingdom Park.

Disney has discovered a positive approach to sharing the vision for the future in a way that creates excitement among the Cast Members. They are committed to an ongoing effort to remember the "traditions of the past," those things that have brought Disney to where it is today. Disney uses company history to their advantage, telling Cast Members that nearly 70 years of Disney history, along with the Disney name and image, are on the line with each of them. As Cast Members, they can choose to reinforce or tear down that image with each Guest they come into contact. The reality of Disney's business, and perhaps that of everyone's in the service industry, is that success comes down to each Cast Member making the right decision and providing the right behavior for each Guest situation.

Empowerment of the Disney Cast begins with a service theme of "creating happiness" for people. Disney then provides extensive training, ongoing communication, and dependable support systems to help them make the right decisions in each Guest encounter. Empowering over 33,000 Cast Members requires Disney to establish a framework that supports each person in their decision-

making. Four prioritized "keys" do this: Safety, courtesy, show and efficiency. These key words are designed to help facilitate decision making in the day-to-day operation, particularly when a Cast Member is confronted with a situation or variable they have not previously encountered. In other words, Disney tells its Cast that the only time courtesy can be sacrificed is in the interest of safety. The safety of the Guest is the first priority and must be built into everything they do. "Show" is the term for theming or the implied message of the whole experience. Show will be sacrificed only in the interest of safety or courtesy to Guests. It may be said that each term also forms the basis of how they measure quality service as well, a measurement that is included in the Cast Member review process.

Disney prefers to take a positive view of quality and not refer to it as what's left after you remove the defects and problems. They go for the emotions in people and get them excited about what they are doing. This emotional approach also underscores the importance of each member of the Cast in delivering a quality show.

## Creating The Appropriate Setting

The Disney setting refers to the environment, the objects within the environment, and any system or procedure that affects that environment. In short, it is the nonverbal communication of the company. The physical

environment is communicating to people all the time, the question is whether it is reinforcing the perception of quality service or detracting from it. Obviously, a lot of litter in the environment undermines a Guest's perception of quality service. Conversely, a well-defined environment with considerable attention to detail can assist Cast Members in delivering quality service by reinforcing the message. The setting of each Disney Theme Park and resort is designed so that nothing detracts from an established theme.

ES&R Managers can better understand this concept by taking a morning walk-through of their own business setting. The goal of such an exercise is to determine what messages the environment is communicating. Does the environment support and enhance the delivery of quality service or does it inhibit and detract from the service message?

As previously stated, the environment within the Disney Theme Parks is viewed as a movie set with a long-term design criterion. The set must be as perfect as possible while communicating a theme or mood to the Guests. Disney attempts to involve as many of the five senses as possible to reinforce the message. They also attempt to build into the setting the four keys to quality service: Safety, courtesy, show and efficiency.

Years ago, a Disney designer was asked the secret behind the Disney success. He responded, "Interestingly enough, for all its success, the Disney theme show is quite a fragile thing. It just takes one contradiction, one out of place stimulus to negate a particular moment's



*Cleaning Main Street U.S.A.*  
© 1990 The Walt Disney Company

experience...tack up a felt-tip brown-paper sign that says 'Keep Out'...take a host's costume away and put him in blue jeans and a tank top...replace that Gay Nineties melody with rock numbers...place a touch of Astroturf here...add a surly employee there...it really doesn't take much to upset it at all. What's our success formula? It's attention to infinite detail, the little things, the minor picky points that others just don't want to take the time, money, or effort to do. As far as our Disney organization is concerned, it's the only way we've ever done it..."

Creating the appropriate balance between "good show" and the business goals of a company is always a challenge. Is it possible to have too much quality? Disney would submit that it is possible to create so much quality that the Guest cannot sense it. After all, who determines quality? The Guest ultimately determines what is quality, based on previous experience and expectations. It is Disney's belief that quality needs to be where the Guest can touch it, feel it or sense it. They put real gold leaf on the carousel horses, for example. There are limits to quality and a line must be drawn for each organization. At Disney, that line is beyond the expectations of most of the Guests, but not too far beyond. Disney is in the business of creating illusions.

## Delivering Quality Service

When most executives think of the delivery of quality service, they normally think of a smiling, courteous employee. Equally important are the numerous support systems that enable that employee to perform the assigned function and maintain a positive attitude. If a specific attraction is inoperable, Disney is not supporting the Cast Member who must advise hundreds of Guests of this fact. Support systems can also be as mundane as a telephone, stapler, or user-friendly computers. They also include procedures that must work for (not against) the Cast Member in the delivery of quality service.

From the beginning, the Walt Disney World Resort was designed to incorporate strong support systems; these include the resort's own telephone and energy services companies, as well as attractions designed for reliability and show appeal. Support teams such as horticulture, art and design, human resources, central shops, and maintenance assist line management by providing services which free them to concentrate on their assigned role. They would not be able to spend as much time coaching their Cast Members and obtaining feedback were it not for the direct placement of support teams and systems.

In the delivery of quality service, there are two parts to every Cast Member's role: The mechanical and the personal touch. The mechanical is the job function which a Cast Member has been assigned to do, i.e. serve food,

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sell merchandise, drive a monorail, or help people on or off an attraction. This part of the role must be done correctly in a manner that exceeds Guests' expectations. This is not, however, the most important part of the role to be performed. The "personal touch" is the eye-to-eye contact, the smiles, the pleasant, courteous tone, the sincere caring that comes through the transaction. This is the competitive edge that companies strive for in the service business. Disney has found they cannot force the personal touch. To obtain it, they must go for the emotions in people to get them to "buy in" and play their role in the show.

It is also important that management set the example. They have the greatest influence on the tone of the work environment. To the degree that management is positive, supportive, and places emphasis on the right things; they will observe the emulation of fellow Cast Members. As an example, a system known as 'cross-utilization', is in place for the resort's peak times when demand outstrips the number of Cast Members for a short interval. As a part of cross-utilization, members of management and support teams put their paperwork aside and work short shifts in custodial, food service locations or any number of onstage positions. In this way, the Guests are served, Cast Members are supported during a tough period, and management and support personnel gain a renewed respect and empathy for the frontline Cast Member.

The Disney approach is more than just the corporate culture—it's a way of life for the organization. Not reliant on campaigns or gimmicks to motivate people, this approach is simply hard work focused on Guest service and appreciation by other members of the team. While it may sound too simple to work, its simplicity is preferred so that all members of the team will not only understand the mission and strategy, but most important, carry it out.

Dick Nunis, Chairman of Walt Disney Attractions, once said: "It all boils down to two key words: Quality and Pride. If you design it, build it, operate it, and maintain it with quality, people will take pride in it." This statement sums up the Disney approach. Once Cast Members take pride in the organization and their role, they will give of themselves an extra effort that usually translates into the personal touch. 

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*Terry Brinkoetter is a Senior Seminar Representative for Walt Disney World Seminar Productions—a part of the Disney University. He facilitates business and management seminars for executives wanting to learn firsthand "how Disney does it." For information on these and other professional-development programs offered at the Walt Disney World Resort, contact Walt Disney World Seminar Productions at (407) 824-4855.*



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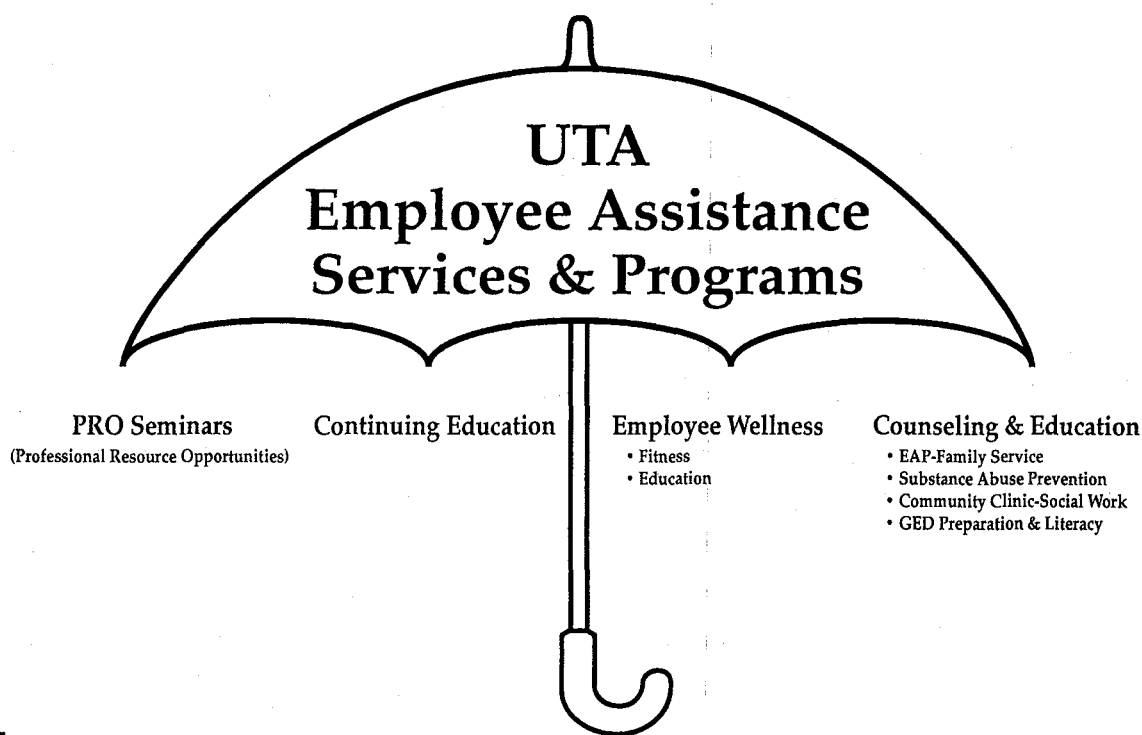
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# An Employee Services Program at the University Level

In addition to corporations; hospitals, colleges and other organizations offer employee services programs. Here's an example of how one university implemented an employee services program.

by: Debbie Dolezalek and John A. Weis



**T**he University of Texas at Arlington (UTA) has over 2,500 employees (faculty and staff). Meeting the needs of such a diverse population (Ph.D.'s to GED's) is often a challenge. In 1990, UTA accepted the challenge and developed an "umbrella" of services and programs to enhance the overall well-being of University employees. In developing this program, the resources and cooperative efforts of several areas of the campus were integrated into a package of services for university employees and retirees.

The four principle components of the umbrella are: Professional Resource Opportunities seminars, Continuing Education tuition waivers, Employee Wellness programs and Counseling/Education services.

## PRO

The Professional Resource Opportunities (PRO) seminars were implemented in January, 1990. Seminars are provided at no cost to employees and are held during normal working hours. Seminars on a variety of subjects are designed to develop personal and professional growth. Topics have included: "Communicating with the Public—Frustrations and Challenges," "Creative Thinking," "Time Management" and "Memory Enhancement." This component also includes a three-part workshop on customer service in higher education which is offered to representatives of various campus offices throughout the year.

## Continuing Education

In January of 1990, the Continuing Education department began offering employees and retirees a tuition waiver on most non-credit classes. (Classes offered for certification are excluded.) Classes taken by employees are predominantly business or computer related, which directly complements training being offered through the PRO seminar series.

## Employee Wellness

The Employee Wellness program was implemented in February, 1990. The program includes two aspects; physical fitness activities and health education programs. A unique feature is that up to one and one-half hours of release time each week may be granted to full-time employees for the purpose of participating in the physical fitness program, provided the individual contributes equal amounts of personal time. Other incentives include cost-sharing by the University and employee on a required blood chemistry test, and work-out incentives (i.e. T-shirts, duffle bags, water bottles, hand towels, certificates, etc.) Over 20 percent of the employees of the University participate in these fitness activities.

Monthly education seminars, on a variety of wellness-related topics, are held during working hours. Topics have included: "Shape-up with Seafood," or "Identifying Drugs—A Hands-on Look" "Adjusting to Separation," "Talking So Your Kids Will Listen" and "Relieving Financial Stress." Employees do not have to be enrolled in the physical fitness program to participate in these seminars.

In February of 1991, the Employee Wellness program expanded enrollment to include part-time benefits eligible employees and retirees!

## Counseling and Education

This component addresses the need of assisting troubled employees whose personal situation may be affecting job performance or well-being. This may include confidential counseling for marital/family, financial, drug and alcohol abuse or mental health issues. Resources available on campus include the Substance Abuse Prevention Office located in the Student Health Center (short-term counseling and education) and the Graduate School of Social Work Community Clinic (counseling services offered on a sliding fee scale). In March, 1990 an Employee Assistance Program (EAP) was established through Family Service of Tarrant County.

Originally the University prepaid for two counseling

sessions, per full-time employee, per year. In the Fall of 1991, the University expanded the program. The program is now available to full-time employees, part-time benefits eligible employees and retirees of UTA. The number of prepaid sessions has expanded to four sessions per employee/retiree, per year. Sessions may be utilized by the employee (retiree) and/or their dependents.


The second aspect of this component is the GED Preparation and Literacy in the Workplace program. The program started in September of 1990. This learning center format offers UTA employees the opportunity to prepare for the GED exam or to enhance their reading skills. Most participants are in custodial/maintenance positions. The program is funded by a federal grant administered by the Fort Worth Independent School District. Classes are held every Tuesday and Thursday from 3:30 to 5:30 p.m. in the UTA Personnel Office training room. Volunteer tutors (which include faculty, staff and undergraduate students) assist the class.

## Conclusion

The response from employees to these services and activities has been extremely positive. This has been received through formal evaluations as well as informal feedback.

The overall program has enhanced morale during a period when budget restrictions have had a negative impact on staff salaries; a problem not uncommon in higher education. Remarks from participants often make reference to feeling that the University cares. Part of the marketing strategy can be summed up in a simple phrase that appears on many of the program publications—"UTA CARES"!

The University was also named "Employer of the Year" for 1990 by the Arlington Texas Rotary Club and was recognized by the College and University Personnel Association in its New Ideas program.

The success of the program cannot be attributed to any single office. The program has depended on cooperation, collaboration and continued support from various areas of the University. In the development, implementation and enhancement of these programs, segments of the organization have gone beyond collaboration in order to assure a dynamic, viable and meaningful employee program. 

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*Debbie Dolezalek is training coordinator and John A. Weis is director of personnel at The University of Texas at Arlington in Arlington, Texas.*

# NESRA's 1992 Employer of the Year

*An interview with Lawrence Perlman,  
President and Chief Executive Officer of  
Control Data Corporation in Bloomington, Minnesota*



**M**r. Perlman has always made quality employee programs part of the Control Data culture. He consistently fosters open communication with his employees and he participates in employee services and education programs and visibly supports these programs. He says, "A good example is worth a lot of speeches."

Lawrence Perlman is Control Data's President, Chief Executive Officer and a member of Control Data's Board of Directors.

Control Data applies technology to meet customers' specialized computing and information management needs. The businesses of Control Data are leaders in systems integration, advanced processing, transactional processing, database management and data communications. They serve a diverse range of customer requirements. The Company had \$1.5 billion in revenues in 1991.

**ESM: How would you describe your general management philosophy?**

**PERLMAN:** My goal is to build a well-managed company that provides superior returns to shareholders, high-quality products and services to customers and an exceptional work environment for employees. To help achieve this goal, we have reduced layers of management and are empowering and training employees to be responsible for customer satisfaction and their own personal development and fulfillment. To balance the burden of greater responsibility, employees share the rewards of the Company's success through profit-based incentives. Open, two-way communication is essential to this management model. Everyone must understand the goals of the business and how s/he fits into the plan to achieve these goals. Employees have to be able to get answers to their questions and challenge decisions that affect their work. I cannot overstate the value of communication. Since I became CEO, I have held hundreds of meetings with employees and answered thousands of letters and phone calls. I have learned a great deal from employees' comments and questions about what we need to do together to succeed.

**ESM: How does your support of ES&R programs complement this philosophy?**

**PERLMAN:** Programs that are successful in their work and the Company's commitment to individuals, vital to its future.

**ESM: How important is ES&R in achieving this atmosphere?**

**PERLMAN:** Employee services and recreation programs enhance the quality of employees' work and personal lives in a number of ways. Employees get extra buying power through discounts and consumer education; improve their physical well-being through health screenings, nutrition education and fitness programs; and enhance their sense of community and connectedness through participation in outings and recreational activities with their co-workers and managers. The net result of offering a broad range of employee services is that Control Data is a better place for us to work.

**ESM: Give us a brief overview of Control Data's ES&R programming, its history and present programs.**

**PERLMAN:** Control Data was founded in 1957 and the first formal employee services activity began the next year. The program now encompasses 17 recreation clubs across the country; employee stores and service centers at major facilities; discount entertainment tickets and group travel; discounts on purchases of insurance, automobiles and hundreds of other products and services; wellness programs; recreational facilities and programs; a credit union; retirement planning seminars; and special events throughout the year.

**ESM: An extensive array of ES&R programming is available at Control Data. Do you feel this helps unite Control Data as a whole?**

**PERLMAN:** Programs that bring employees and families together in after-hours gatherings create opportunities for us to get to know each other and to build relationships that contribute to a sense of belonging.



Perlman participates in a walk-a-thon.

*Nancy -  
Would you have  
a copy of the  
press release  
that went out on  
him -*



*Perlman (second from right) makes it a point to be active.*

When we go to a Halloween party or on a fitness walk together, we leave these events feeling that we are a part of something—and that is an important human need to fulfill.

**ESM: What trends do you see in ES&R offerings?**

**PERLMAN:** As the economy continues in the doldrums, employee buying and discount programs will become more significant. The rising costs of health care will cause programs that promote wellness to have a higher priority. And as our lives at work and at home become more demanding, the need for healthy recreation will be even more important. We need to help people understand that they are responsible for their own health and that fitness, diet and life-style directly affect their well being and that of their families.

**ESM: To what do you attribute the overall success of your ES&R programs?**

**PERLMAN:** At Control Data, these programs have been managed with a great deal of employee input. The programs we have in place at any given time closely reflect what employees have expressed as their needs and wishes.

**ESM: Is there any particular ES&R program at Control Data which you are especially proud of, or one program in which you participate?**

**PERLMAN:** The summer picnics are wonderful—it is a delight to spend time with people that you don't often see and to have the pleasure of meeting spouses and children. Last fall, three other employees and I spent a memorable morning representing Control Data in a triathlon sponsored by a health organization. And for Control Data people in the Twin Cities area, we are fortunate to own a 570-acre park on the scenic St. Croix River for the use of employees and their families and guests.

**ESM: What are your personal leisure pursuits?**

**PERLMAN:** I run most mornings (even in Minnesota's Arctic winters), lift weights, play squash, and I enjoy rollerblading and skiing. I look forward to family vacations ranging from art history tours with my daughter, to fishing in Outer Mongolia, or Alpine skiing with my son. I also enjoy reading and collecting Innuite art.

**ESM: In your opinion, what is top management's role in activity support?**

**PERLMAN:** Visible support of and participation in recreation programs by top managers reinforces the message that we value employees as people and enjoy spending time together in relaxed, informal settings. A good example is worth a lot of speeches.

**ESM: As the CEO, what do you expect from your ES&R staff?**

**PERLMAN:** To stay in touch with the changing interests and needs of employees and to refresh and update programs to meet new requirements. It is the same process of maintaining good relationships with external customers—listening, careful attention to details and quick response to requirements.

**ESM: How have your expectations changed in the past five years?**

**PERLMAN:** Control Data has undergone fundamental changes in recent years. We are more outwardly focused, more closely in touch with customers and more capable of responding quickly to customer requirements and changes in the marketplace. These trends are reflected inside the Company as well—we expect internal organizations, such as the one responsible for employee

services, to be more customer-focused and more responsive to changing needs.

**ESM: What are the benefits of an ES&R program to the employee? Are there more benefits during these challenging times?**

**PERLMAN:** Employees can save serious money, improve their mental and physical health and have fun through these programs. In my lifetime, I cannot think of when these three factors have been more important.

**ESM: And the benefits to the company?**

**PERLMAN:** The programs help improve employees' job satisfaction and contribute to employee health and morale. The wellness and fitness programs clearly help reduce health care costs, a benefit to both the company and employees.

**ESM: Control Data has gone through some changes over the past couple of years. What changes will occur within the ES&R organization?**

**PERLMAN:** In 1992, we plan to expand health promotion and offer more educational programs with an emphasis on self-care. A health survey will offer each employee a personal risk assessment and a wellness newsletter and seminars will provide information on life-style changes that promote personal and family health.

**ESM: Have ES&R programs helped Control Data employees cope with change within the company?**


**PERLMAN:** Recreation and fitness programs in particular are effective ways for people to maintain a healthy balance between their work and personal lives. The response to these offerings has always been strong that we can assume they are supporting employee needs. At Control Data and other American companies, the rising cost of health care has become a high priority issue. Companies everywhere are reducing the share of health care costs they contribute. By helping employees assume responsibility for their own health and well being and providing some of the education and training to increase their awareness, these programs make a real difference.

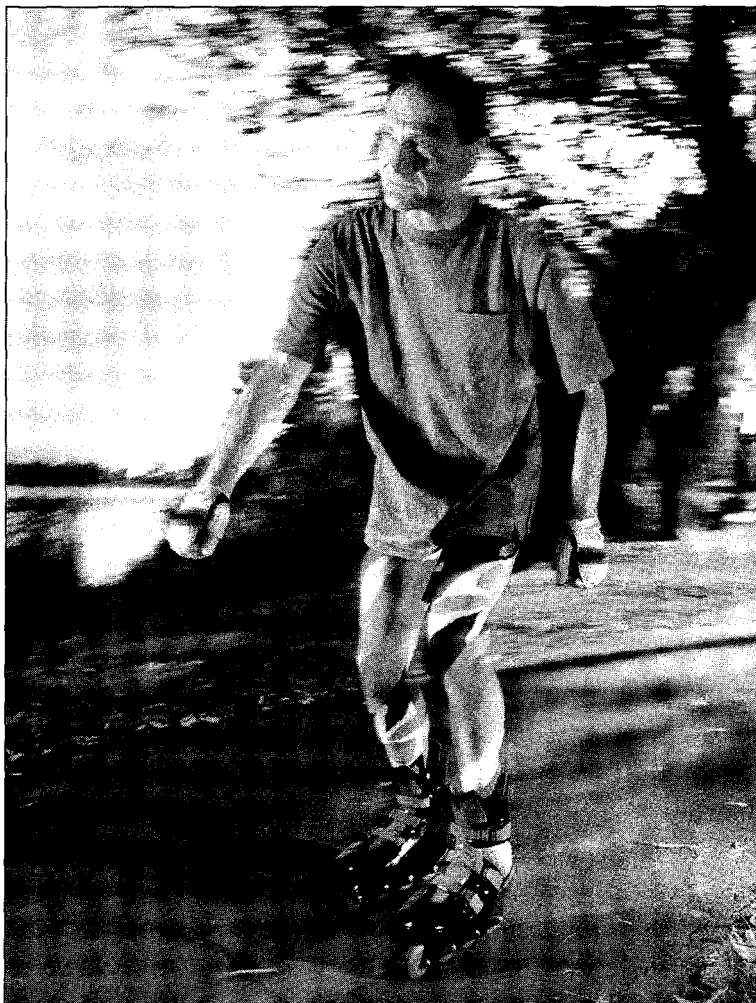
**ESM: Do you feel ES&R programs produce bottom-line savings in terms of better health and increased productivity? Why?**

**PERLMAN:** We have not quantified how these programs contribute to employee health and morale, but from the high level of participation and the enthusiasm

with which specific programs are greeted, it is clear that employees see them as worthwhile. And employee satisfaction is the ultimate measure of how these programs contribute to the success of the Company.

**ESM: What do you believe the future holds for ES&R?**

**PERLMAN:** Going forward, Company programs that help employees cope with a tough economy, improve mental and physical health and contribute to a sense of community will be an integral part of every successful business. 



*Perlmán is no stranger to exercise.*

# Want to Make Your Volunteer Program Better Than Ever?

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*by Katheryn Wiedman Heidrich, Ph.D.*

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Here's what Jeanie Calvin, Safeway Employees' Association division secretary, has to say:

**"Everyone who works with volunteers should get this book. *Working with Volunteers* from NESRA...has been the single most helpful piece of literature it has been my pleasure to read since I began working in employee services 12 years ago."**

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# Is Your Eldercare Program Visible to Employees?



*Some employees are unaware their organizations offer support in eldercare situations even though programs are already in place. Read what employees say about eldercare.*

*Also discover practical tips on how to enhance your eldercare program.*

by Donald P. Mazzella

**S**temming productivity loss caused by workers who are caring for an elderly relative will be a major management concern in the 1990s.

There is little argument that the problem is real. A recent nationwide survey indicated more than 11 percent of all workers were currently caring for an elderly relative. Twenty-two percent of all respondents said they expected to be in a similar situation within five years or less. This trend offers both a challenge and an opportunity to the employee services and recreation manager.

## Indicators

While many companies have support programs already in place, employees are not using them. Ironically, companies are already subsidizing employees but the

employees are not recognizing this. Employee services and recreation managers can turn this situation into a positive experience for both the company and the employee.

"What you are seeing is the tip of the iceberg," said Dr. Kenneth E. Lehrer, a Houston-based economist. "My analysis indicates that productivity loss averages six hours per week for each caregiver. This doesn't take into account the time lost by other workers who surround that person."

Lehrer also believes that current corporate allocations for supporting working caregivers are less than 1 percent of most company benefit programs.

"I'm speaking of companies with 100 or more employees," he said. "In the 1990s, that figure will rise to more than five percent when corporations realize the magnitude of the problem."

Carol McDuffee, senior vice president for CWA Communications, Hershey, PA, which conducted the

survey, said the figures are consistent with other studies in the field. However, respondents showed a remarkable dichotomy between what they perceived as help from their co-workers versus help from senior management.

"It's this split which I think holds great opportunity for the human resources professionals," McDuffee said. "While more than 63 percent said they were actively helped by fellow workers, more than 57 percent believed the company has done little or nothing about their situation."

Mirca Liberti, co-founder of Children of Aging Parents, concurred with McDuffee. "Many of our members say they have not even thought about going to their company human resources department for help," she reports. "Yet at the same time, we hear many stories of supervisors actively helping and supporting these same people."

"In short," McDuffee says, "the company is subsidizing and supporting these working caregivers but not receiving the credit it deserves."

## Solutions

Not surprisingly, McDuffee offers an answer for human resources individuals. Her company offers a series of newsletters and seminars through employee services departments.

Other companies like Progressive Publishing, Inc. in Bryn Mawr, PA also provide similar services.

"If you look at the survey results," she said, "You'll see that most caregivers are women. Many have raised children and now must care for their parents. That's why they are called the Sandwich Generation."

Liberti also points to survey results which show that three out of four respondents also have children. "Women are used to talking about the problems of children but few will discuss their concerns about parents," she said. McDuffee says the survey showed an underlining resentment from caregivers on senior management's attention to childcare. Liberti understands and appreciates this focus: "Remember, it took two decades to get management to understand the need for childcare," she said. "The problem of parent care is only just now being recognized."

Liberti's nonprofit group has conducted seminars on eldercare for national employers.

"We're naturally pleased when an employer invites us in," she said. "It's time other employers saw the need and began putting in place programs which can help themselves as well as their employees."

Insurance companies, which are increasingly entering the senior care market, are quick to see the need for management recognition of the caregiving problem.

## Survey Results

- 57 percent believe their company has done little or nothing about their situation
- 63 percent say their supervisors and co-workers actively help them help their parents.
- 77 percent say they spend at least 15 minutes on the phone every business day dealing with a parent or a problem.
- 51 percent say the company should be doing more for them.
- 53 percent say they resent the attention given to solving problems associated with children.
- 88 percent of all working caregivers are women.
- 76 percent say they have children as well.
- 66 percent say they have spoken with other working parents about their children.
- 81 percent say they have not talked with another working caregiver about their parents.

CIGNA Insurance offers a program in cooperation with an information center in Massachusetts. According to Frank Cena, product manager for ElderCare Products, the insurance company actively works with the human resources departments of client firms to develop programs which alleviate some of the problems."

Liberti says these programs concentrate on helping caregivers avoid "reinventing the wheel."

She adds, "Most caregiving requires learning a whole new set of rules and roles. The rules come from the various state and federal agencies designed to help the elderly. The roles evolve from the situation and most often involve becoming the parent and leaving behind the child's role. This is the hardest aspect of the situation to learn.

"Much of the information we provide is repetitive. It focuses on how to understand and handle a situation which is heavily charged both emotionally and financially," she said.

"Let me give you one example," Liberti said. "How do you handle the question of savings. If you don't give it to your children early in any caregiving situation, it will be eaten up by medical costs. If the parent does part with the money, he or she faces destitution if the children abandon them. Often it is the child who receives no money that ends up being the caregiver."

"It also becomes harder when the caregiver is also actively involved in a work situation," she adds.

McDuffee said the survey also indicated high performing individuals begin to lose concentration at work. In fact, more than 30 percent of those surveyed indicated their last review was lower than normal.

"This is where the human resources department must take an active role," McDuffee said. "We recognize that there is little money and less incentive to provide additional help for these caregivers. However, our experience with clients indicate that many of the support programs already exist.

"The human resources manager must take a proactive role in making them known to caregivers and bringing

them together with other caregivers within the company," she added.

Talking about caregiving is still very difficult for many working children, according to McDuffee. She also said caregivers indicated in the survey that they more easily heard and accepted advice from other caregivers than from any other source.

"Religious leaders, family and friends run second to other caregivers," Liberti added. "Our organization is made up of caregivers who want to help others. We have many lay supporters but most information comes from caregivers."

McDuffee's program stresses brown-bag lunches, quarterly newsletters, group meetings and videotapes. CIGNA encourages employees to contact the information center via an 800-number. Progressive Publishing uses posters and brochures to get its message across.

Lehrer indicated that the present business climate made it difficult to fund new programs.

"What a human resources professional should find is a method of measuring productivity loss and the impact of programs on these lost profits," he said. "If you can find a yardstick to measure against, obtaining authorization for funding would be easier."

## Evaluate Your Caregiving Support Programs

1. Identify current programs available through your department.
2. Determine how they relate to eldercare activities.
3. Review all cases brought to your department's attention in the last 12 months.
4. Form a company-wide study group. Assign it the task of coming back with recommendations.
5. Attempt to informally survey workers to identify the extent of need.
6. Sponsor a "brown-bag" lunch with an outside speaker.
7. Arrange to make material about caregiving more easily available.
8. Identify and list local agencies that can provide support services.

## Conclusion

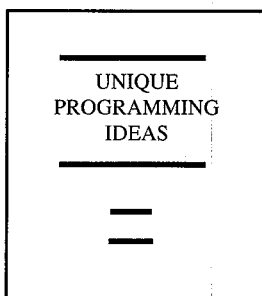
Employees need to be made aware of the eldercare support systems their company offers. Although these programs are in place, employees are unaware of them. Promote these programs and expand them after establishing what your caregiver employers need. If financial barriers are keeping you from expanding your program, show management documented evidence of the loss of productivity caused by employee's eldercare concerns.



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*Donald Mazzella is a professional consultant to publishing companies and was a caregiver to his late parents.*

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# Should Your Employee Store Offer Items for Rent?

*Employee store managers may consider expanding their store's services to include offering rental items such as sporting goods, hobby supplies and picnic makings.*

by Fred Anderson, APR

**T**o be honest, this article will not answer the question in the headline. But it will give you a good list of questions to ask yourself so you can decide whether your employee store should offer some items for rent.

One quick explanation: In this article, "rental" means the short-term use by one person (your customer) of property belonging to another (in this case, the company or employee association), in exchange for a fee. In a rental transaction, the renter can return the rented item at any time and pay only for the time s/he kept it. The renter's cost, liability and use begin and end with the rental period—which the renter controls. Usually, a contract governs the rental period. A customer may start out thinking s/he needs the item for two days. But, s/he may actually need it only overnight—or for a whole week. Either way, s/he pays for only the time it's in his/her possession.\*

Now, if I were in your shoes, I'd want to answer some basic questions before I started leafing through equipment manufacturers' catalogs.

**What should my employee store offer for rent?** Look first to the items you carry now for sale; would any of them be suited to rental? As in a commercial rental store, your greatest success will come from

items you know best. You might consider certain sporting goods or hobby support items.

After you've thoroughly examined current inventories for rental potential, do some market research. It doesn't have to be complex, but it should be thorough. Survey current customers—those that come into the store and those who do not. Remember, all employees are potential customers. Let your imagination roam a little as you make up the list of questions.

What advantage will the people I serve derive from renting, rather than buying equipment? This question gets to the heart of rental as a way of consuming. Here are the most common reasons people rent equipment from regular rental stores. Would your clients get the same kinds of benefits by renting the equipment you have in mind?

- Only occasional need. If customers use some things only once in a while, ownership could be expensive. You could help them stretch their budgets by offering such items for rent.
- Right item for the job. It's more efficient, safer, and the results are better if your customers use the item intended for a specific use, rather than a "suitable substitute" they own.
- Storage. Whatever the items, your

customers have to store them when they aren't using them. Renting can reduce clutter around the home.

- Maintenance. The employee store assumes all responsibility for cleaning, repairing, overhauling—whatever it takes to keep the rental item usable. Your customers don't have to worry about any of that.
- Disposal. Eventually, everything wears out. When a piece of rental equipment reaches the end of its useful life, the employee store—not the customer—disposes of it.
- Try before buying. You can do your customers' wallets a big favor if they know they can try an expensive hobby item by renting it first. If they don't like it, they've spent only a fraction of the purchase cost.

**What does the bottom line look like?** Can my employee store make money renting? The short answer is, yes, you can make money renting.

Some 12,000 equipment rental businesses across the U.S. are doing just that. They are renting, do-it-yourself equipment to homeowners and businesses, party items to hostesses, special occasion equipment to corporations and institutions, health care and exercise equipment to persons needing rehabilitation. And in 1990, they earned an average return on investment of 14.9 percent

and an average operating profit of 4.7 percent.

But the short answer isn't adequate. For you to answer the question of profitability for your employee store, you need to examine your basic mission. Does your store exist to provide an employee service only? Or does the company expect the store to turn a profit? If profit—or at least breaking even—is important, it would be prudent to carefully approach rental of anything beyond items you know well. It can take a while before you could recoup inventory and other startup costs.

There's still another way to look at profitability. Ask yourself what sources already exist in your market for the items you want to offer. Would you be duplicating services already available from a rental store, sporting goods store or hobby shop in your community?

Is there a downside to rental? As in any business, rental does have some aspects that could be seen as drawbacks. They are a function of the basic difference between rental and sales. As proprietor of a sales-oriented store, you sell an item and usually you're done with it. In contrast, when you rent things, you want them to come back, again and again and again. That means you have to face these issues:

**Inventory.** Depending on what, specifically, you decide to rent, you'll need to stock a variety of sizes, models, colors (or whatever factors apply) in sufficient quantities to meet anticipated demand. You'll have to put that inventory somewhere. And, if the item has an off-season, you'll need storage space that's out of sight. Keep one key fact in mind: A rental inventory is different from a sales inventory, because after something is rented once, you can't sell it as new.

**Maintenance.** While one of the customer's advantages of renting is

not having to maintain the item, you, the rental source, have to maintain it. A well maintained item usually means a satisfactory rental, but a poorly maintained item could spawn angry complaints. You could need maintenance equipment, supplies, probably a workroom and, if you had many rental items, possibly an employee to do the work.

**Liability.** You need to consider the liabilities. Any item that holds even the slightest potential for personal injury, either through accident or misuse, would increase your exposure. A knowledgeable insurance or legal professional can be very helpful.

**Damage.** Rental customers can be creative in the damage they occasionally inflict on equipment. If the damage isn't too bad, you may be able to repair the item and keep it in the rental inventory. If the damage is too severe, though, you'll have to buy a new one—and that can cut into your bottom line. The question of damage raises another issue—you'll need to devise a policy to deal with the customer who damages or destroys a rental item.

**Theft.** Since most or all of your customers are in the "company family," this might not be problem. But the customer who "forgets to return" a rental item, or otherwise converts it to his or her own use is a problem for regular rental stores. And it could be a potential pitfall for yours, too.

**What things would I have to do differently?** This brings us to a final point: When you rent items, you develop a different relationship with your customers. You'll have to set up some new rules; for example:

- **Rental rules.** Typically, a rental store will require a customer to show two forms of ID, supply basic information for the rental contract and either leave a deposit or give a credit card imprint. Since all your

customers would be employees or retirees, you could eliminate, or at least abbreviate, some of those rules. But you'd probably want to develop a simple rental contract to help you keep track of everything.

- **Return rules.** The rental industry standard is that equipment must be returned on time, clean and in original working condition. The rental contract spells those things out. When a customer returns an item later than the time agreed to in the contract, dirty or damaged, you need to have clearly stated policies. Usually, a late, dirty or damaged return means the customer must pay an additional fee.

One other aspect of your relationship with your customers will change, too. This is a crucial concept. When you rent something out, you bear the responsibility for *teaching your customer how to use it properly*. If you don't do that job well, two kinds of unpleasant results can occur. The customer could return angry with you because the item didn't perform as expected. Worse yet, someone could get hurt. All this means that you must know everything about each item you rent.

## Conclusion

So, in summary, should your employee store offer equipment for rent? It could mean more service to your customers, but more liability. It could mean more income, but more work and expense. Only you can decide.



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*Fred Anderson, APR, is director of communications for the American Rental Association and publisher of Rental Management magazine.*

# NESRA Health/Fitness Survey Results

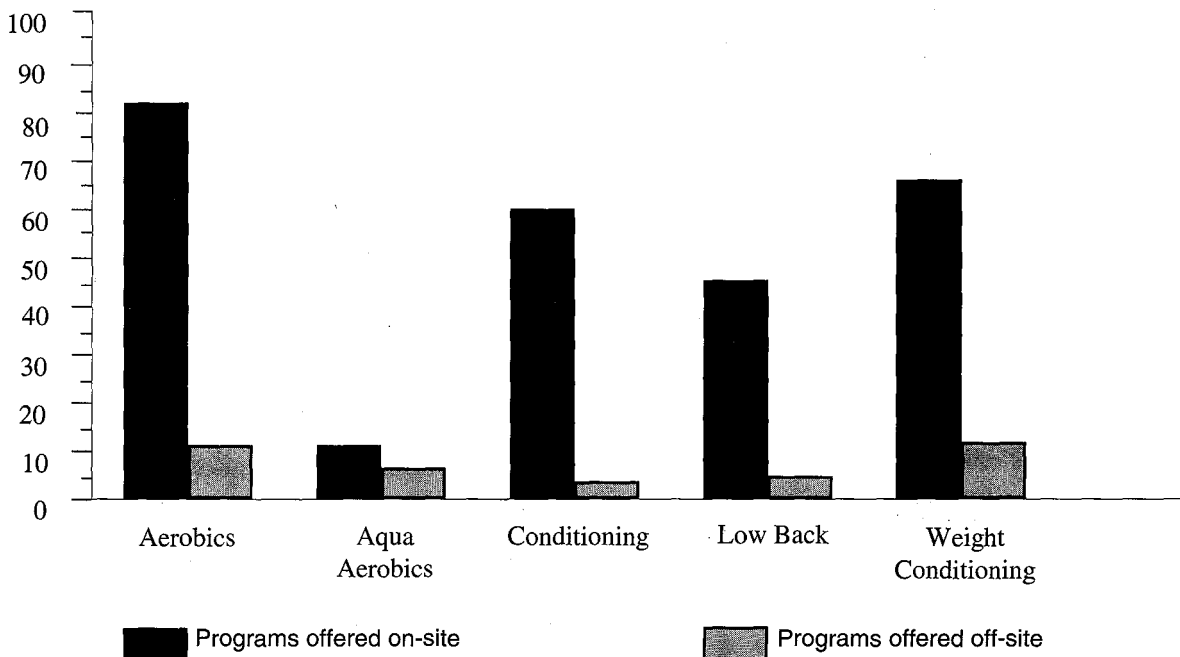
NESRA conducted a mini-survey to learn more about NESRA members' Fitness and Health Programs and to assess how well NESRA is meeting the needs of those implementing these programs. The survey was divided into two sections. First, questions regarding fitness programs were presented because more members are familiar with these programs. Fitness programs were defined as programs

designed to keep employees active and physically fit. They include offering various exercise programs or exercise equipment. Then, we questioned members about the broader category, Health/Wellness Programs, which can include fitness programs, but also encompass the whole process of becoming healthy. This program involves offering health screenings, education on screenings, nutrition and exercise,

and adopting behavior modification. The following is a summary of this mini-survey results.

Of the 240 respondents, 55 percent have fitness programs in place at their company and 45 percent do not. Of those who do not have fitness programs, 22 percent plan to offer them. Of those who have a fitness program, Chart A shows the types of programs offered. (Respondents could choose more than one item.)

**Chart A**  
**Fitness Programs Offered On-site and Off-site**



*Other: Personal Training, Tae Kwon Do, Fitness Trail, Walking, Dance, Tennis, Volleyball, Weight-Watchers, Racquetball, Clubs, Yoga, Running*

**Chart B**  
**Equipment Available in NESRA Member**  
**On-site Fitness Facilities**

| Type of Equipment                    | % Who have equipment | Quantity |     |     |     |
|--------------------------------------|----------------------|----------|-----|-----|-----|
|                                      |                      | 1-2      | 3-5 | 6-9 | 10+ |
| <b>Variable Resistance Machines</b>  | 68 %                 |          |     |     |     |
| <b>Multi-Station Weight Machines</b> | 70 %                 |          |     |     |     |
| <b>Free Weights</b>                  | 77 %                 |          |     |     |     |
| <b>Exercise Bikes</b>                | 92 %                 | 46%      | 23% | 19% | 16% |
| <b>Rowing Machines</b>               | 77 %                 | 83%      | 11% | 4%  | 3%  |
| <b>Treadmills</b>                    | 84 %                 | 69%      | 16% | 7%  | 7%  |
| <b>Stair Climbers</b>                | 84 %                 | 60%      | 29% | 8%  | 2%  |

Of those 55 percent with a fitness program in place, 79 percent have a facility on-site and 21 percent do not. Chart B shows what type of equipment those with on-site fitness centers have available for use.

The majority of those with fitness centers have at least one full-time person on staff. Among the 103 respondents with fitness facilities on-site, there is a total of 64 full-time staff people and 18 part-time staffers manning these centers. Three respondents did not list a number of staff people but said outside contractors staff their facility and one said a member of personnel staffs the facility. It should be noted that 15 respondents, nearly 15 percent of those with on-site facilities said no one staffs their facilities. Of the total 240 respondents, 15 percent subcontract their fitness program. Of those, 2 percent subcontract to hospitals, 1 percent to YMCAs, 1 percent to park districts

and 58 percent to fitness corporations with each respondent naming a different corporation.

Of the total number of respondents, 27 percent negotiate discounts with local fitness centers, 13 percent supplement local fitness center memberships and 2 percent purchase memberships in local centers. Other respondents said they make arrangements with HMOs, they provide cash reimbursements and they offer trade-in memberships.

What are respondents' primary responsibilities in fitness programs? Of those who have fitness programs, 47 percent act as coordinator of the program. They actually plan and implement programs. Twenty percent call themselves managers of the program and often cite overseeing the program as their main function. Some of them also cited hiring staff members. Twelve percent say specifically they are responsible for promoting the fitness program and

eleven percent say their primary responsibility is to educate employees about fitness programs. Although coordinators may also be responsible for facility management and maintenance, 7 percent of respondents cite this as their primary responsibility. Twelve percent of respondents say their primary responsibility is to negotiate discounts with local fitness centers. Two percent said it is their responsibility to hand out the reimbursement to employees for memberships in local fitness centers and 3 percent say they instruct fitness classes.

Why is it that 45 percent of respondents do not offer fitness programs? Lack of budget restricts 77 percent, lack of facilities restricts 72 percent, lack of management support restricts 35 percent, lack of staff restricts 28 percent and lack of employees' interest restricts 9 percent.

## Health/Wellness Programs

Of the 240 respondents, 62 percent offer a Health/Wellness Program, 18 percent plan to offer one and 19 percent do not offer such a program.

Not only does a majority of respondents offer Health/Wellness Programs, but 37 percent of these plan to expand their facilities over the next two years and 92 percent plan to expand their program offerings over the next two years.

What types of programs do respondents offer or plan to offer? The vast majority of programs are or will be offered on-site rather than off-site. Chart C gives a complete distribution of health programs.

Of the total number of respondents, exactly half offer a Health Fair at their location at least once a year to offer employees a

variety of health-related checks and information.

When all respondents were asked if they subcontract their health/wellness program to a local vendor, 22 percent said yes, 68 percent said no and 1 percent did not answer.

When those who do not have a health/wellness program were asked why they didn't, they most often cited restrictions from a lack of budget (55 percent) followed by the following reasons: Lack of staff (33 percent), lack of facilities (28 percent) and lack of management support (25 percent). Only 8 percent said lack of employee interest was the reason.

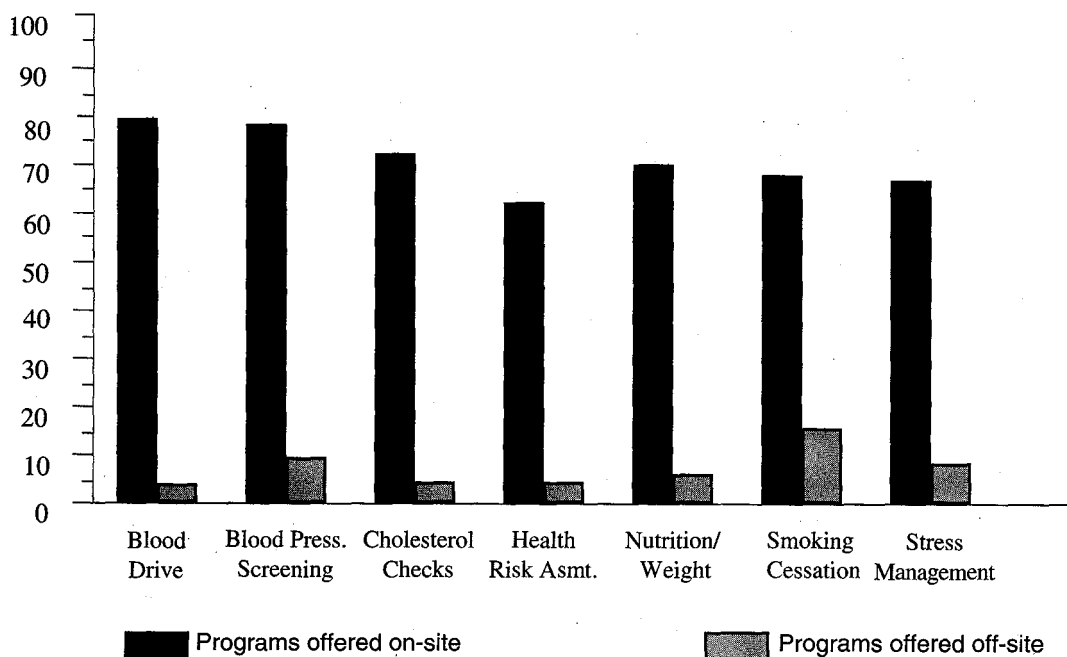
Of those respondents who do have a health/wellness program, when asked to describe their primary responsibility, 45 percent say they act as coordinator, 9 percent say they are managers, 12 percent say they act as educators, 1 percent say they promote health and their health

program, 3 percent say they work on committees and 2 percent say they work with subcontractors. Some said they have medical personnel who manage the program.

When asked how they handle liability of on-site fitness/health programs, 72 percent said they use waivers, 28 percent use special insurance paid by the company and 2 percent use special insurance paid by the participant. Others said they assume liability, require participants to complete a medical history form and others said they divorce themselves from the issue by getting a third-party involved.

Nearly half of respondents said they use incentives in their health/fitness program. Incentives listed included merchandise, T-shirts, towels, percentage of membership paid, employee discounts, prize awards, monetary awards, drawings, banquets, contests, refunds, half-day bonuses and point systems.

**Chart C**  
**Health Programs Offered On-site and Off-site**



Of those with a health/wellness program, 9 percent said having their program affects individual health insurance rates.

Of the respondents who have wellness programs, 65 percent look to professional organizations for their wellness information. Of those who said they use professional organizations and of those respondents who listed which associations they belong to, 27 percent listed NESRA and 27 percent listed the Association for Fitness in Business. Respondents often listed more than one association. Other popular associations listed: The American Cancer Society, American Lung Association and American Heart Association (all of these were listed by 4 percent).

Some respondents get their information from other sources such as books, seminars, vendors, networking, flyers, consultants, direct mail and insurance carriers.

## Conclusion

Based on respondents' answers, NESRA membership represents a substantial amount of Health/Wellness Programs with 62 percent of respondents offering such a program and 18 percent planning to offer such a program. This gives us 80 percent of respondents who offer or are planning to offer Health/Wellness Programs.

Not only does NESRA represent a substantial number of programs, but we also represent growing programs. Thirty-seven percent plan to expand their facilities and 92 percent plan to expand their Health/Wellness Programs. This growth potential also implies that there is a growing need for the services NESRA offers and that it should aggressively promote its services and research providing services to those advancing in the Health/Wellness field.



# NESRA HEALTH/FITNESS RESOURCE NOTEBOOK

- Program Ideas
- Research Studies
- Reference Materials
- Informational Articles

Now you can have an entire notebook loaded with important health and fitness information at your fingertips! Whether you're looking for a new idea, justification for starting or expanding health/fitness programs or need help finding free resources available to help promote your programs, the *NESRA Health/Fitness Resource Notebook* is for you.

Member/Nonmember price: \$30.00



Please send \_\_\_\_\_ copy(ies) of the *NESRA Health/Fitness Resource Notebook* to:

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_

Send your check and order to:

NESRA  
2400 S. Downing Avenue  
Westchester, IL 60154-5199  
(708) 562-8130

## NEW PRODUCTS

### Point of Sale Software

Realstar Mfg. is featuring the Point of Sale and Quick Sale modules of Armor Premier Accounting Software in its catalog. Realstar manufactures and distributes quality bar code systems and related peripherals.

The point of sale module features include the sales tracking of inventory and non-inventory preset items, tracking of layaways with multiple payments and a hold invoices feature for later recall and completion.

For more information contact  
*Armor Systems, Inc., 324 N. Orlando Ave., Maitland, FL 32751, (407) 629-0753.*

### Front Commercial Mower



The John Deere model F1145 front commercial mower has a two-function four-wheel-drive system. The on-demand four-wheel-drive automatically engages and disengages as needed to improve fuel economy, reduce steering tire wear, and maintain traction when following landscaped contours during trim work.

The mower is powered by a three-cylinder, 24-horsepower diesel engine with direct fuel injection, air heater for quick starting in cold weather, and dual element air cleaner.

Dual pedal controls allow the operator to keep both hands on the steering wheel. Cruise control is available as an attachment for wide-area mowing.

For more information, contact  
*Deere & Company, John Deere Road, Moline, IL 61265, (309) 765-4459.*

### Problem Solving Book Available

Sagamore Publishing, Inc. has released the book, *Problem Solving in Recreation and Parks* by Joseph J. Bannon and James A. Busser.

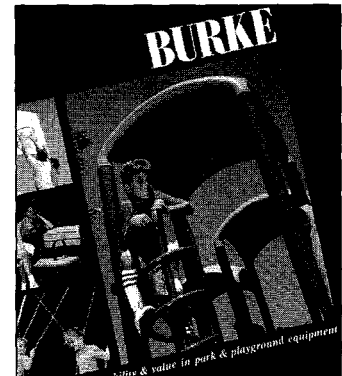
The book features over 100 current case studies and encourages readers to brainstorm and role play. The authors include step-by-step discussions of the problem-solving process; chapter-by-chapter bibliographies; and various perspectives necessary to meeting personnel, budget, policy, and community involvement goals.

For more information contact  
*Sagamore Publishing, P.O. Box 673, Champaign, IL 61820-0673, (800) 327-5557.*

### Modular Play Catalog Available

A full-line catalog from BCI Burke Company presents the company's complete offering of modular play structures, traditional

playground equipment, outdoor sports equipment, and park and site furnishings.



The four-color, 124-page catalog includes detailed product descriptions and information on construction materials and methods that offer exceptional strength, long life and low maintenance of all Burke equipment.

Highlighted in the catalog is the Series 2000 play structure line, which is available in new colors and new components.

For more information, contact BCI  
*Burke Company, Inc., P.O. Box 549, Fond du Lac, WI 54936, (414) 921-9220.*

### Reference Manual Published

*The Human Resource Reference Manual* has been published by the International Foundation of Employee Benefits Plans. This 135-page book is designed as a tool for human resources managers interested in offering preretirement planning programs to their employees.

The book lists resources for information on travel, fitness, exercise, health, nutrition, wellness, stress management, coping with

change, aging parents, eldercare, Social Security, leisure, financial planning, insurance, investments, education, and housing as well as retirement planning.

*For more information, contact Publications Department, International Foundation, P.O. Box 69, Brookfield, WI 53008-0069, (414) 786-6700.*

## Tool for Job-Seekers

National AD-FAX gives immediate access via fax to ads in any of 54 job categories, from listings in 75 major U.S. newspapers. An AD-FAX subscriber receives a weekly fax of all the advertisements in a desired location.

This service is available from National Ad Search, an employment newspaper published weekly since 1970.

*For more information, call National Ad Search, (800) 457-8482.*

## Customer Injuries Videotape

Media Resources Inc. has released "Customer Injuries," a two-part video training package that teaches employees how to safely and effectively prevent, respond to, investigate and document a customer injury incident.

Part One outlines procedures for preventing accidents involving customers or visitors on company property. The program demonstrates how to prevent accidents through good safety practices and regular inspections, what to look for during inspections, and the importance of documenting inspections to protect

the organization from liability.

Part Two, "Response and Investigation," recommends step-by-step procedures for responding to injuries to customers or visitors while on company property. The program demonstrates procedures for responding to an injury accident, and how to investigate and document the incident.

*For more information, contact Media Resources Inc., 2614 Fort Vancouver Way, Vancouver, WA 98661-3997, (800) 666-0106.*

## Archer's Targets



American Excelsior Company's Curlex Target Butts help archers hit the mark by providing superior backstop support in numerous sizes.

Ideal for archery clubs, commercial ranges and the solo archer, the targets are made from baled Curlex wood fibers, a renewable and degradable product. The targets are resistant to weather rot.

Because of its cured "barbed" aspen fibers, excelsior archery butts retain their high impact strength. After a period of time, the butts can be dampened with water, allowing the absorption process to "expand" the excelsior fibers, tightening the butt unit to a like new condition.

*\* For more information, contact American Excelsior Company, 850 Avenue H East, P.O. Box 5607, Arlington, TX 76011, (817) 640-1555.*

## Exercise For Sitting

"Sittercise," a brochure/poster of exercises designed for seated personnel, has been published by Personally Fit. Half of the exercises are stretching movements that provide relief for the muscular tension that develops with prolonged sitting. The other half of the exercises are toning movements that help seated workers develop and maintain the muscle strength necessary to perform seated work.

All of the exercises have been approved by a team of physicians and meet the guidelines of the President's Council on Physical Fitness.

The brochure/poster is designed for reference by users, either unfolded to poster form for wall reference or in folded brochure form for carrying in a briefcase or purse.

*For more information, contact Personally Fit, 137 E. Fremont Avenue, #180, Sunnyvale, CA 94087, (408) 741-1864.*

## Ergonomics Problems Solved

BNA Communications Inc., releases "Ergonomics: Low-Cost, Common Sense Training Solutions," a video-based compliance and training program that helps organizations prevent repetitive motion illnesses. Repetitive motion illnesses, also known as cumulative

trauma disorders (CTDs), represent nearly half of all occupational illnesses reported by the Bureau of Labor Statistics.

The complete program features three live-action videos that address different aspects of ergonomics in the workplace. Part I provides an overall awareness of the risks of repetitive motion injuries and demonstrates practical ways to work safely.

Part Two, "Supervisor's Version," focuses on the special responsibilities of supervisors to prevent ergonomic problems and demonstrates cost-effective ways to reduce injuries without cutting production.

Part Three shows the best ways to work at video display terminals to reduce stress and possible injury while increasing productivity.

For more information, contact BNA Communications Inc., 9439 Key West Avenue, Rockville, MD 20850-3396, (301) 948-0540 or (800) 233-6067

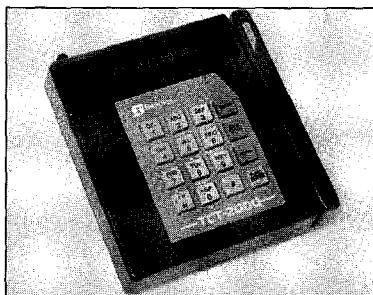
## Financially Secure Future

Financial advice and guidelines on all types of financial instruments are featured in the third edition of *Financial Planning for the Utterly Confused* by Joel Lerner from McGraw-Hill.

The book is thoroughly revised and updated to reflect all the recent changes in the tax laws and analyzes the ramifications of these changes, but also tells precisely how to design and implement a personal investment plan. It examines techniques for evaluating the risk involved in different approaches to financial planning, presents practical information on the options available, and shows how to benefit from different money management alternatives.

For more information, contact McGraw-Hill, 11 West 19th Street, New York, NY 10011, (212) 337-5945 or (800) -2-MCGRAW.

## Time Recorder



Simplex Time Recorder Co. has introduced the TCT-2000 Time Computing Terminal, a self-contained time recorder system that automatically totals and reports the hours worked for up to 100 employees.

It may be programmed by non-PC users, allows schedules to be arranged quickly and reduces payroll preparation time and calculation errors. The TCT-2000, a badge-based system is designed to accommodate small to mid-size companies in manufacturing, retail, wholesale, restaurant and other industries which require a flexible pay policy system.

The system records and stores employee punches with either magnetic strip or bar code badges, eliminating the need for time cards. It also allows users to create detailed period schedules with options such as floating shifts, premium periods, punch restriction periods, standard deductions and overtime thresholds.

For more information, contact Simplex Time Recorder Co., Simplex Plaza, Gardner, MA 01441-0001, (508) 632-2500.

## Workforce Book

*Dual-Career Couples in the Public Sector, A Management Guide for Human Resource Professionals*, by Willa M. Bruce and Christine M. Reed published by Greenwood Press offers detailed analysis of this segment of the workforce.

Based on surveys, the book presents a profile of public sector career couples and explores solutions to problems faced by human resources managers in this field.

The authors examine the life-styles of these couples, and the challenges they face in work and family life. Management practices in the public sector are considered, focusing on recruitment and retention of dual-career couples despite prevailing "anti-nepotism" policies.

For more information, contact Greenwood Press Inc., 88 Post Road West, Box 5007, Westport, CT 06881, (203) 226-3571.

## Athletic Catalog

PCA Industries, Inc. offers a 40-page catalog featuring a complete family of early years play products and equipment for field sports and physical education.

The catalog shows aluminum playgrounds, play vehicles, climbers, swings, slides, cots, tumbling and soft playthings, play furniture and cabinets, arts and crafts products and equipment for special education.

Among athletic products shown are basketball and baseball backstops, game standards, football and soccer goals, gym equipment, seating and benches, and fitness courses.

For more information, contact PCA Industries, Inc., 5642 Natural Bridge, St. Louis, MO 63120, (718) 784-7070



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## CANDID CORNER

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spent \$148 (regular price is \$174), saving \$26.

The Wise family's week vacation to Florida, including airfare, hotel and theme parks, cost \$2,985 (regular price is \$4,020), saving \$1,035.

The Wise family took advantage of 24 different WiserWays programs in one year. For day care, personal items, automotive expenses, entertainment, a vacation, and two weekend getaways, the Wise family spent \$10,654 instead of \$14,037. Their savings were \$3,383. Additional money was saved when they purchased the Entertainment '91 discount book through WiserWays at a cost of \$25. The Entertainment book allowed them discounts on bowling, miniature golf, fast food, and an anniversary dinner at a fine restaurant. Taking advantage of the WiserWays discounts can indeed lead to significant savings.



### The Wise Family's Discounts

| Item           | Discount      | Regular       | Savings      |
|----------------|---------------|---------------|--------------|
| Child Care     | \$4,464       | \$4,944       | \$ 480       |
| Automotive     | 715           | 828           | 113          |
| Personal       | 1,812         | 3,403         | 1,591        |
| Entertainment  | 420           | 489           | 69           |
| Vacation/trips | 3,243         | 4,373         | 1,130        |
| <b>Total:</b>  | <b>10,654</b> | <b>14,037</b> | <b>3,383</b> |

*Joe Hauglie, CESRA, manager, Control Data Corp. in Minneapolis, Minnesota, is also NESRA vice president, public relations.*

### A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

☐ Yes! I'd like to send a tax-deductible contribution to the NESRA Education and Research Foundation! My contribution is for the following amount:

☐ \$25 ☐ \$50 ☐ \$250 ☐ \$500 ☐ \$750 ☐ \$1,000 ☐ other: \$ \_\_\_\_\_

My organization is involved in a corporate gift-matching program: ☐ yes ☐ no ☐ I'm not sure.

Send your contributions to the NESRA Education and Research Foundation, 2400 South Downing Avenue, Westchester, IL 60154-5199

# Wise Family Saves \$3,383 through Discount Program

*What kind of savings could an average family of four achieve in one year by using discounts available through your discount program? Here's a hypothetical case of what a family of four would save through Control Data's WiserWays Program.*

by Joe Hauglie

**L**et's assume Mr. and Mrs. Wise are both employed and have one school-aged child and one four year old. Mrs. Wise works for Control Data. The family budgets their money and looks for ways to save. Here's how a family of four could save money in a 12-month period.

**Child Care:** Mr. and Mrs. Wise use New Horizon Child Care for their four year old. A 10 percent discount is offered to employees through the WiserWays program. The discount rate for the child care is \$93 per week (regular rate is \$103 per week) saving \$480 over 48 weeks.

**Automotive savings:** The Wise family operates two vehicles—a new and an older model. In a one-year period between the two cars, money was spent for six oil changes at Rapid Oil, costing \$119 (regular price is \$137), saving \$18. A new muffler was purchased for the older car at Car X for \$98 (regular price is \$115), saving \$17. A set of four tires bought at Mr. Tire cost \$157 (regular price is \$197), saving \$40. A minor car accident resulted in repairs at Roger's Body Shop, costing \$341 (regular price is \$379), saving \$38.

The Wise's auto expenses, using WiserWays discounts were \$715 (regular price was \$828), saving \$113 on automotive expenses.

**Personal savings:** Two pair of glasses were purchased from Cole Vision for \$192 (regular price was \$256), saving \$64.

For his wife's birthday, Mr. Wise bought a gold necklace from Commercial Trading Corporation. It cost \$115 (regular price is \$229), saving \$114. Mrs. Wise bought her husband a golf bag and cart at Marty Irving Golf. She paid \$126 (regular price is \$140), saving \$14. The major holiday present for the family was a Zenith computer, which cost \$1,379 (regular price is \$2,778), saving \$1,399.

For these personal items using WiserWays discounts in one year, the Wise family spent \$1,812 (regular price is \$3,403), saving \$1,591.

**Entertainment savings:** The Wise family enjoys attending events as a family. Discount tickets for the following events were purchased at Shoppe On Two, Control Data's employee store.

During the year, the family used 12 discount movie tickets. They attended one Minnesota Twins, one Minnesota Timberwolves and one Minnesota North Stars game. They also spent a day at the Minnesota Zoo, the Minnesota State Fair and Renaissance Festival.

They went downhill skiing once at Trollhaugen, where they rented skis and took skiing lessons. They also went to the Ice Capades. The Wise family spent \$420 on these entertainment activities in one year (regular price is \$489), saving \$69.

**Vacation/trips savings:** The Wise family took advantage of three WiserWays discounts for their vacation and trips. In the summer, they spent a three-day weekend in northern Minnesota at Evergreen Lodge. The resort cost \$140 (regular price is \$175), saving \$35. Mr. and Mrs. Wise spent a Valentine weekend getaway at the Embassy Suites. Two nights cost \$118 (regular price is \$178), saving \$60. The cost for these two activities cost \$258 (regular price is \$353), saving \$95.

The family took a one-week vacation to Florida through WiserWay's Group Travel program. The airfare cost \$1,216 (regular price is \$1,352), saving \$136. The Disney Village Resort included tickets to Epcot Center and Disney World. This cost \$1,621 (regular price is \$2,494), saving \$873.

They received discount cards through the National Theme Park program for Sea World, Church Street and Busch Gardens. They

*Continued on page 39*

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Journal of Employee Recreation Health and Education / May/June 1992



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This is the first time NESRA has developed a special, detailed report analyzing a social issue affecting the workplace, and specifically, the employee services and recreation field.

Since many employees are struggling to find a balance between work and family, the NESRA Public Relations Committee has developed *NESRA's Work and Family Report* which defines the potential role of employee services in work and family and workforce composition.

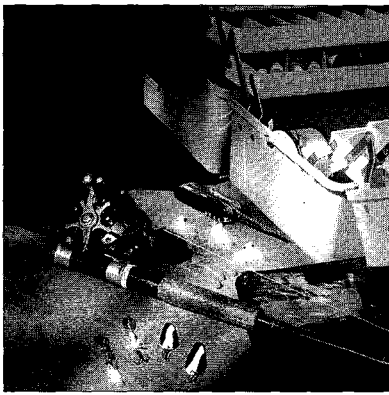
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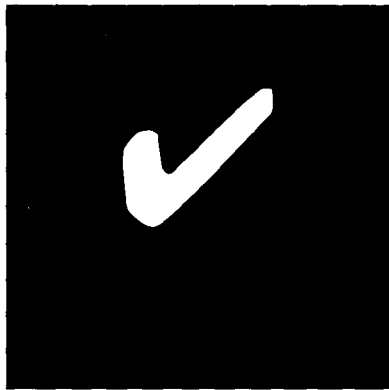
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VOLUME 35, NUMBER 4

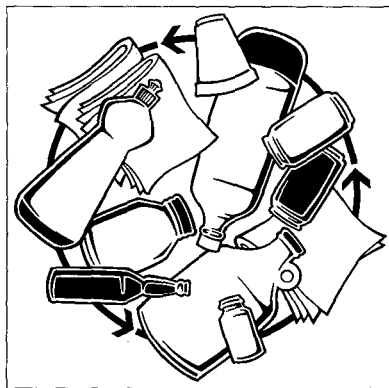
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# Is It Time To Revise NESRA's Name?

by Patrick B. Stinson  
NESRA Executive Director

In 1979, the NESRA Board of Directors began discussing the possibility of changing the association's name, then the National Industrial Recreation Association. They felt the term "industrial recreation" was passe. There were many reasons for considering a name change with the most important being that we were no longer made up of just "industrial" organizations. That term did apply through the 40s, 50s and 60s but we were changing rapidly in the 70s. Our members now consisted of hospitals, insurance companies and government agencies—organizations that are not considered "industrial."

The Board was aware of this and started to brainstorm many names. At this time, the membership voted on elections and amendments at the Annual Meeting during an Annual Conference and Exhibit. So, at the 1979 Annual Conference, the name Employee Services Management Association was presented to the membership.

The members strongly objected to this proposed name. The Board discovered members did not only object to the proposed name, but they wanted an opportunity to choose the new name and to express their opinion of the proposed change. In light of this, the Board of Directors returned to a Board Meeting to develop a process for making such changes. The process they developed consisted of the following steps:

- 1.) Survey the members to gauge their feelings on the issue. The survey should reveal whether or not they are for a name change and if so, what name is acceptable to them.
- 2.) Hold an open forum at the 1980 Annual Conference.
- 3.) Accept letters from members expressing their opinion on the issue and print letters for and against the name change in the association magazine.
- 4.) Send out a written mail ballot to all voting members.

At the conclusion of this process the National Industrial Recreation Association changed its name to the National Employee Services and Recreation Association as of January 1, 1982.

Now, 10 years later, the 1992 Board of Directors has learned from its experience. At the 1992 Winter Board of Director's Meeting, the Board had the advantage of going through a two and one-half hour brainstorming session to discuss a name revision. After this session, there was sufficient merit to discuss this possibility with our members. A process was immediately adopted. The Board voted in approval of this motion:

*The Policy Committee moves to investigate the feasibility of a name revision for the association—from National Employee Services and Recreation Association (NESRA) to National Employee Services Association (NESA) according to the following process: (1) a random sample survey of the membership be taken in the next 30 days, (2) an information article in the conference issue of Employee Services Management, (3) a conference general session be held and (4) if necessary, a membership ballot be conducted following the conference. The motion was seconded and approved.*

A random 10 percent sampling survey of the NESRA membership was conducted. The information article was published in the April, 1992 issue of *Employee Services Management*. The General Session was held at NESRA's 51st Annual Conference and Exhibit in Nashville, Tennessee. The members expressed their opinions at the conference and in letters to NESRA Headquarters and Chapters took information back to their chapter and polled their members.

The process revealed that 65 percent of members who participated in the random sampling survey agreed that our name should be revised to NESA. However, 90 percent of the members who voiced their opinion at the 51st Annual Conference and Exhibit General Session said they are against the name revision.

All the data was collected and digested by the Board of Directors. On Saturday, April 4, 1992, they voted in approval of this motion.

*Move that NESRA not send out a general membership ballot regarding a name revision but instead refer the matter to the Policy Committee which will include it in NESRA's Strategic Long-Range Plan.*

NESRA members, thank you for professionally expressing your opinions. You made a substantial contribution to this process. I ask that you give your Board of Directors the credit they deserve for thinking progressively, looking to the future, and not being afraid to introduce something controversial to the members. Most of all, appreciate them for implementing a process to determine the membership's opinion.

To answer the question "Is It Time To Revise NESRA's Name?"  
No, not now.

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### Bike Helmets Save Lives

If more people wore bike helmets each time they rode their bikes, there could be more people left alive at the end of each day, according to *Employee Health & Fitness*.

Universal use of helmets by all bicyclists could have prevented as many as 2,500 deaths and 757,000 head injuries, says Jeffrey J. Sacks, MD, MPH, who along with his colleagues, published these findings in the Dec. 3, 1991 issue of the *Journal of the American Medical Association*.

Forty-one percent of head injury deaths and 76 percent of head injuries occurred among children less than 15 years of age. Physicians need to strongly recommend bicycle helmets for their patients who cycle.

Also, a simple discussion in a school classroom about the importance of using bicycle helmets can increase the bicycle helmet use rate among children and decrease the injury and death rate.

### Recreation and Company Fitness

Individuals participate in fitness activities for enjoyment. One way to ensure that your program meets the fun requirement is to provide an organized program of recreational activities, says *Fitness Management* magazine.

A successful corporate recreation program has been found to include one or more of the following activities: Intramural sports, intercorporation sports, club sports, recreational outings, interdepartmental special event competitions, sports/Olympic days, and awards programs.

Programs can be either organized and supervised by your current professional staff or managed by the employees themselves.

The cost of the recreation program can be budgeted in several ways. Some organizations cover their costs entirely through their health and fitness departments; others prorate the costs with other departments within the corporation. A few companies even charge the costs of their employees through user fees.

### Wanted: Healthy Workers

Tired of rising health care costs, U.S. companies are trying a new tactic: Rewarding employees for being healthy. *The Chicago Tribune* cites a program being rolled out where workers are urged to draw up a personal health goal with their family doctors. Employees and covered spouses who progress get discounts of 20-40 percent off their insurance premiums.

This plan to offer financial incentives to workers who stay well covers a variety of other ideas: Subsidizing health-club memberships for those who pass laboratory tests and paying higher death benefits if employees are killed in accidents while wearing seat belts.

Many companies already offer financial rewards to employees for "wellness." The move towards promoting good health comes because of the evidence that some of the biggest medical risks can be substantially reduced by behavioral changes such as quitting smoking, exercising, or eating less fat.

Companies have turned to cash rewards after results from wellness programs were disappointing. In the last several years most large companies have been paying for

smoking-prevention programs, weight-loss sessions or cholesterol testing, but the programs often failed to reach the 15 percent of workers who typically ring up 80 percent of medical costs.

### Measuring Customer Service

In manufacturing and service companies customer satisfaction is the connection between short-term success and long-term growth and prosperity, reports *Fortune* magazine.

Effective managers need to admit that customer service is more than just good public relations, it is their insurance to longevity.

Some questions managers need to ask are: Who is the customer, current or potential, of our product? What industrial, regulatory and competitive trends are affecting our services and how fast are they doing so? What could others do to lure customers away from our offerings? How can we structure direct feedback loops for customers to voice their opinions regarding our business and their changing needs? What strategies do we employ to ensure that the customer comes first?

An organization must assess its understanding, attitude and behavior with regard to two basic and separate concepts, the customer and service.

The organization needs to ask: What does service, inferior or superior, mean to our employees? How do your employees define their customers? Can they appreciate the casual relationship between service, profitability, and rewards? How do we ensure the entire company becomes truly dedicated to service? How often do we monitor ourselves?

Good service does enhance the

perception of quality. The sincerity of managers and employees is the difference between winning and losing organizations. Proactive managers need to commit a direct relationship between service and quality.

Managers should be open to several notions of service and apply them to their unique customer base.

## Literacy in Adults

Five years ago, the president of the International Reading Association (IRA) formed the Adult Literacy Committee to make recommendations to the IRA Executive Board about activities and a role in adult literacy. Since that time a number of concrete initiatives have been undertaken, according to the *BCEL newsletter for The Business & Literacy Communities*.

The Committee has developed and disseminated guidelines and ideas for implementing local literacy projects to all of its members in the U.S. and Canada. The focus is on awareness activities, collaboration with community literacy groups, and the provision of technical assistance.

A program has been developed under which the local members can earn credit toward becoming Honor Councils, a form of recognition for being active.

The Committee runs workshops to prepare council and association members to serve as effective literacy resource persons within their groups and communities.

Over three years ago, a group of IRA members petitioned the IRA to form an official IRA Adult Literacy Special Interest Group (ISG). Some 200 IRA members now stay in touch to discuss common interests and

problems and hold a special session at the IRA annual convention.

For more information about the Adult Literacy Committee, contact IRA Adult Literacy Committee, Performance Plus Learning Consultants, 7869 Godolphin Drive, Springfield, VA 22153, (703) 455-1735.

## Help Smokers Quit

The Environmental Protection Agency next year will officially list cigarette smoke as a Class A carcinogen. Class A denotes that the identified substance has been proven to cause cancer in human beings, says *Employee Assistance* magazine.

Employee Assistance Programs have plenty of reasons to help their employees quit smoking. And quitting smoking involves a process.

First, a company must have a desire to be a smoke-free environment. The next step is to help the employees to actually quit smoking.

Most smokers have tried just about every gimmick, gadget and drug imaginable to stop smoking. What goes wrong is people experience too much embarrassment and failure and get disgusted, discouraged, or both, and stop trying. Management must realize that by just trying to stop smoking, employees are exhibiting their willingness to change their personal lifestyle.

Statistics show one of five smokers will be able to quit and stay off cigarettes and other tobacco products. The other 80 percent will try and fail.

Nagging will do no good. When companies institute a smoke-free policy without properly advising smokers about the ramifications of going without smoking for hours at a

time, they will often produce power smokers. These smokers believe they can smoke numerous cigarettes on break in order to store extra nicotine.

The human body does not store nicotine, the employees end up giving themselves an unusually high dose of carbon monoxide.

Management needs to train smoking employees to analyze when they are most susceptible to cravings for cigarettes and how to beat the urge.

## Boost Morale After Downsizing

Laying off employees is never easy but there are ways to minimize the negative effects and keep the morale of remaining employees from deteriorating, reports *HRNews*.

Senior management must have clear and sound business reasons for downsizing and they need to communicate these reasons to employees.

Using statistical data is an effective way to communicate the business necessity of downsizing. Employees should be kept informed of developments as they occur in the downsizing process.

Improving the morale of the remaining employees should be a priority. Management must be willing to share information and listen to employees' concerns. Some companies hold brown bag lunches as a way to encourage an informal dialogue between management and employees.

Consider hiring an outside consultant to help with the team-building process. Hold a reorientation program to educate employees about the new organizational structure and their role in it.

## Corporate Sponsorship and Associations

The Internal Revenue Service has issued proposed corporate sponsorship guidelines which could seem to affect a broad range of association activities, and not solely sporting events, reports *Association Trends*.

Activities under the proposed guidelines will be judged on a facts and circumstances basis to determine whether unrelated business income tax is owed on sponsorship activities. "It's clear that the IRS is only going after the egregious and flagrant situations, not traditional sponsored activities like cocktail parties, receptions, board dinners, corporate

logos on products, etc.," says Edward Coleman, Esq., of Webster, Chamberlain and Bean, and the former director of Exempt Organizations division of the IRS.

## New Management Style

Employers are abandoning management practices that have often let alienation replace motivation in the workplace, reports *The Wall Street Journal*.

More corporations are using self-managed teams to rejuvenate the workforce. A team replaces the boss by controlling everything from schedules to hiring and sometimes, firing.

About one in five U.S. employers operates self-management teams today, up from one in 20 a decade ago. Companies with teams find that labor costs drop, morale rises and signs of alienation ease. An abundance of quality-improvement programs spreading across America, as well as the economic downturn, explains why the work ethic has improved in the past few years.

## Airport of the Future

Munich II airport, scheduled to open in May 1992, was designed with its environmental impact on the surrounding farmland in mind, says *Frequent Flyer*.

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The airport's two parallel runways are laid out to mitigate the effects of takeoff and approach patterns over nearby towns. The runways are long enough so pilots shouldn't have to use the noisy reverse thrust to slow down after landing.

More than 70 percent of the airport's total acreage will be landscaped with greenery, which should create an ecological buffer zone between air traffic and agricultural landscape.

Thousands of homes around the airport will be soundproofed and aircraft operations will be restricted between 10 p.m and 6 a.m. The airport even has special features to prevent the chemicals used to de-ice runways and aircraft from seeping into the local groundwater. Three

feet under the runways is a layer of waterproof material that will catch the chemicals.

## An Extra Bonus for Employee Parents

Employees and companies are losing thousands of tax-free dollars through missed opportunities for tax savings, reports *Inform*, the Dependent Care Reporter.

The majority of employers offering dependent care Flexible Spending Accounts (FSA's) are not realizing very much of the potential for employee participation and tax savings. A report, "A Penny Saved is a Penny Earned," uses a step-by-step

process to help employers calculate the potential for increased tax savings for employees through higher usage of dependent care flexible spending accounts and assists employers in achieving higher FSA participation.

The first step is to define the potential FSA participation in your organization. Employee benefits experts will realize that increased dependent care Federal Spending Accounts participation also means cash savings to employers in the form of reduced FICA liability.

The report also includes 12 techniques that employers can use to increase dependent care FSA participation and contributions. This report would be a useful tool for any employer offering FSAs.

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## Greening: It's Responsible

There is a connection between human resources management and corporate environmentalism, claims the *Human Resources Executive*. The interplay of corporate policy and environmental protection is real and dramatic.

The decentralization common at large companies makes many HR staffers either unaware of how environmental protection affects their operations or they think it doesn't concern them.

It is the growing sophistication of corporate environmental, health and safety (EHS) that should make HR people join in the spotlight, rather than back away.

There are several challenges presenting great opportunities for HR professionals: Finding experienced environmental professionals, attracting them, compensating them and building career development tracks for them.

## Staffing Levels Stay Firm


Employers will spend over \$700 annually per worker on human resource-related activities in 1992, states CUPA (College and University personnel association) *newsletter*.

Last year's figures were \$697 median per capita expenditure for the human resource function; this year it will be \$727. Staffing levels in human resource departments have stayed the same over the past decade.

## "No Thank You"

More employees are saying, "No thank you," to company transfers because of family reasons, reports *Executive Edge*.

Some companies are taking this into consideration and are offering alternatives. A recent study shows a trend toward developing employees in ways other than placing them in positions in other cities. Some companies assigned workers to special task forces, while others offered 2-6 month professional development assignments.

However, transfers are still important for career advancement. Two-thirds of companies said over half of senior managers had transferred three or more times. 

## A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

☐ Yes! I'd like to send a tax-deductible contribution to the NESRA Education and Research Foundation! My contribution is for the following amount:

☐ \$25 ☐ \$50 ☐ \$250 ☐ \$500 ☐ \$750 ☐ \$1,000 ☐ other: \$ \_\_\_\_\_

My organization is involved in a corporate gift-matching program: ☐ yes ☐ no ☐ I'm not sure.

Send your contributions to the NESRA Education and Research Foundation, 2400 South Downing Avenue, Westchester, IL 60154-5199

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For a more productive, more satisfied volunteer force, equip yourself with the management tools provided by *Working with Volunteers in Employee Services and Recreation Programs*. This book offers practical information about working with volunteers based on current research in the fields of leisure and volunteerism. Many specific methods, techniques and suggestions are presented, allowing the reader to choose from alternatives that may work best in a particular volunteer setting. Each chapter ends with a "checklist" of questions providing a quick review of important information.

Here's what Jeanie Calvin, Safeway Employees' Association division secretary, has to say:

**"Everyone who works with volunteers should get this book. *Working with Volunteers* from NESRA...has been the single most helpful piece of literature it has been my pleasure to read since I began working in employee services 12 years ago."**

If you work with volunteers or plan to in the future, *Working with Volunteers in Employee Services and Recreation Programs* will provide you with valuable information to make your program a success!

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## Luring New Employees with

# ES&R Programs

*Attracting and maintaining skilled employees is vital to any organization's success. Read how seemingly simple practices can make a profound effect on your organization's recruiting success.*

by Joe Kopinski, CESRA  
and Cynthia M. Helson

**T**he February 1992 *Fortune Magazine* released the results of its 10th Annual Corporate Reputations Survey which included among its participants 307 companies in 32 industry groups. Over 8,000 senior executives ranked the 10 largest companies in their field based on eight reputation attributes. Among the expected attributes of financial soundness, quality of management, quality of products and services; innovativeness; long-term investment value; responsibility to the community and environment and wise use of corporate assets was the ability to attract, develop and retain talented people.<sup>1</sup>

To be a respected successful organization, you need to attract talented, motivated people to your organization. This is not as easy as it once was. "The number of entrants into the labor market will decrease by about 500,000 each year between

now and 1995."<sup>2</sup> Nature is also throwing employees a curve. The birthrate is growing but at a decreasing rate. There are fewer people born in America to replace the ones that are dying.<sup>3</sup>

Fewer potential employees does not only mean there are fewer candidates for jobs, it also means that those who are available know they are a commodity and they plan to take advantage of their situation. For example, every year a nationally representative survey of high school seniors is conducted by the University of Michigan. The survey results show the High School Class of 1986 now graduating college, is a relatively small number compared with the larger class of 10 years ago, the class of 1976 and it will increase its labor value. "Members of this 1986 class want a lot from their employers and they are likely to get it."<sup>4</sup>

## Attracting Attention

How do organizations attract the best people and how do they keep the good people they have? They appeal to candidates as people, not merely workers. Enhancing employee quality of life through an employee services and recreation program can be the one attribute which causes a candidate to choose your organization over another. Many competitive organizations already know the results of treating their employees as whole people—with families, interests, hobbies—not merely as workers. They know that by offering them employee services and recreation programs, employees feel more involved and they feel appreciated. Both of these needs are human needs.

The organization needs to convey its concern for employees' well-being from the start. It needs to promote employee services and recreation programs from the very first interview with a candidate. When a candidate has a few employment options to choose from, given the salaries and benefits are similar, an employee services and recreation program could make your organization the most attractive lure to that candidate. It could help you gain the most talented people.

"I think employee services and recreation programs have some bearing on a candidate's decision," says Rita Daly, employee services and activities/records manager for human resources of The Presbyterian Hospital in the city of New York. Daly adds, "An employee doesn't want to come in and work, work, work, they need to know there are recreational and assistance opportunities available." Daly believes it's important candidates realize that they could "not only have a job here, but if they need help in any way—health program, recreation program and other activities, they can get it here." The Presbyterian Hospital in the city of New York has

## ES&R Programs

an average of 200 new employees (excluding doctors and nurses) a month.

Each organization must also be aware of competing globally for employees. Tammy Brooks of Siecor, Hickory, North Carolina, finds that those who live near the company are well aware of the fine reputation Siecor has and they want to work there. To them, employee services and recreation programs are icing on the cake. However, when recruiting exempt and professional employees, employee services and recreation programs "definitely come into play." "Hickory is a small town," says Brooks, "Anything we can offer to compensate for this works to our advantage." When coming to a small town, candidates want to know there is a social life available. They want to feel part of an active community. Social events, hobby clubs, sports teams and other ES&R offerings appeal to this side of a candidate's concerns.

Employee services and recreation programs will have a weighted impact on candidates just coming out of college. While The University of Michigan survey of high school students revealed the class of 1986 has a primary goal of earning a lot of money, it also revealed the significant value this class places on leisure time and leisure activities. These young adults described the material possessions they plan to acquire to some degree in terms of their recreational interests. They

want vacation homes and recreational vehicles. Further, when comparing the 1976 class to 1986 responses to an exercise that required them to rate 14 life goals on a scale of 1-4 from "not important" to "very important," the top two life goals of importance were "having a lot of money" and "having time for recreation and hobbies." "The share of high school seniors who think recreational time is extremely important climbed from 64 percent to nearly 70 percent from 1976 to 1986."<sup>5</sup> These fresh candidates need to be told that your organization promotes recreation and they need to be told all the programs and activities you offer.

## Spreading The Word

In a competitive work environment, employers need to ask themselves, "what distinguishes our company from the others?" All things being somewhat equal (salary, benefits, reputation of company, location) what one item would make a potential candidate select our company. Quality of employee life, enhanced by a good ES&R program may be that one item.

You must convey your organization's dedication to enhancing employee quality of life early in the interviewing process. If the ES&R manager is not directly involved with recruiting, s/he needs to educate the recruiter about ES&R offerings. The recruiter must be made aware of how ES&R will appeal to a candidate. "It could be the distinguishing factor to attaining qualified employees we may not have gotten otherwise," says Tammy Brooks of Siecor.

Educate your recruiter about your program. Keep him/her aware of what activities and events are happening. Work with the recruiter to develop a printed brochure which can be handed to candidates at an interview. Consider whether or not your written material should stand by

## A New Employee's View

I came to Wisconsin Electric Power Company (WEPCo) as a new employee on July 1, 1991. I had worked for my previous employer for over three years.

My decision to send a resume to WEPCo was due in large part to my occasional interactions with employees at the company. I heard over and over again about the various discount packages offered for trips, various sports teams that were available to participate in, as well as the aerobic classes and fitness center that was available to all of the employees. As I sat and listened on these various occasions to WEPCo employees talk about these benefits, I found myself wishing that my employer would offer some of these things to me. I also found myself wishing that I could work for a company that so obviously understands and cares about its employees and their well-being. In this ever-competitive job market, what better incentive is there for attracting and retaining employees than to let them feel as if they are thought of and appreciated.

It wasn't long before I sent my resume to Wisconsin Electric Power

Company. When I was called in for my first interview, I was told even more about the company's offerings. Not only was I informed about the extensive health and dental benefits package offered to employees, but I was also told about the health club and the numerous discount packages available for trips, sporting events, theater and movie tickets.

Once I was offered and accepted the job, an appointment was scheduled for me to sit down with a member of the company's Employee Mutual Benefits Association (EMBA). It was here that I learned "where everything was." I was asked during this meeting if I had been told about the various sports teams that I could join, the aerobic classes that were offered, the fitness center facilities, the Credit Union, and the various discounts the company offered. For the most part, I had been told about these things, but now I knew how to take advantage of all of them.

It didn't take me long to realize that these "perks" were not merely incentives for employees, but instead were a reflection of the company's philosophy as well as its corporate

culture. Obviously, a happy and healthy employee is a productive employee.

Almost immediately I was made aware of the number of civic minded and community service events in which WEPCo actively participates. WEPCo also encourages its employees to participate and/or volunteer in these events. The company offers a matching gift program for the employees for donations to education and the arts. It offers paid admission and entry fees to some of the community sponsored events such as AI's Run, which benefits Children's Hospital, and the Miller Ride for the Arts.

The atmosphere at WEPCo is very different than others I have worked for in the past. This is an atmosphere in which employees eagerly and actively participate in their community and company. It is an atmosphere in which everyone from the top executive on down works together toward the common goal of creating and maintaining a positive corporate and community presence.

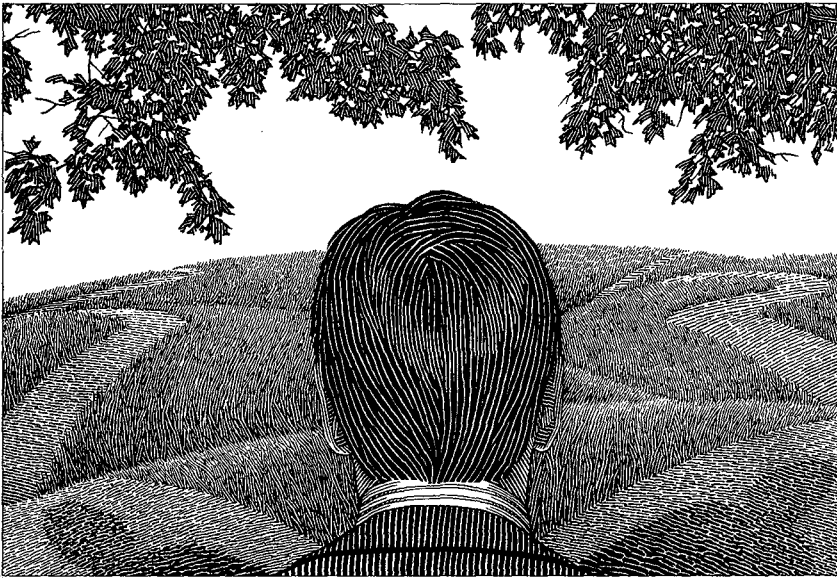
**Suzanne DeGrace**  
**Marketing Specialist**  
**Wisconsin Electric Power Company**

itself or be included in your organization's material. Some companies feel strongly that a brief overview or a list of ES&R programs and events should be incorporated in the organization's material because employee services and recreation programs are a part of the organization's complete offerings.

Companies that have facilities for ES&R should be proud to flaunt them to potential employees. In a company promotional video, quality of life should be highlighted along with information on the company's product, history; and end use of the product. What better way to close a video after showing employees hard

at work in a power plant, on the assembly line or in the office, then floating in the company pool, teeing up a golf ball on the company course, or venting the day's frustrations in the workout room.

It's more effective to have potential employees see, hear and touch your facilities themselves. A



tour of the employee store, fitness facilities, travel lounge (where travel videos and pamphlets and posters are displayed) and its ES&R office should be integrated into the recruiting process.

Many companies do not have the luxury of having their own facilities for ES&R programs. At Wisconsin Electric Power Company and Wisconsin Natural Gas Company, there are employees in 37 different locations—located in two states. We do not have a central facility. New employees, at orientation, are told of the many programs available to them including organized sports leagues, tournaments, discount tickets, etc. Several aerobics classes and fitness activities are also available. Many Milwaukee companies work closely with the Municipal Athletic Department of the Milwaukee Public School system to use high school gymnasiums and both city and county park softball diamonds for employee recreation programs.

## Providing Orientation

Once a candidate is hired, how you promote and present your program offering to new employees has a great impact on the success of their participation. At orientation or hire, someone from the ES&R department

should present a brochure or flyer listing several of the activities available. So often, the person is new to the area and has no idea of how to get involved, where the activity is taking place or who to contact for information. The ES&R person can be a new employee's best friend.


For example, Daly at Presbyterian Hospital, is part of every Monday's orientation program. She comes into the room of new hires and she explains the variety of programs and events available. She says, "I always get a great response from new employees. They are perked up when I tell them about my Programs." Barb Spurlock of York Hospital in York, Pennsylvania, says orientation is vital. She says, "Orientation is the most effective way to inform every new employee of our services instead of letting them stumble upon us."

Each company has to design their program according to their employee needs and wants. Are there multiple sites to consider, a predominately blue collar or professional workforce? What aspects of your program will appeal most to the candidates you are approaching? Can you promote your own facility? ES&R managers can make a substantial contribution to their organization's recruiting efforts if they package and present their ES&R program so that it is the most

unusual, most colorful and most attractive lure within a prospective employee's sight.

## Conclusion

It's no secret that a happy, healthy employee is your most productive tool. You will hear most CEOs say that their most valuable resource is their people. ES&R programs show employees that management is interested in their well-being not only on the job but off as well. Companies that care about their employees are generally reciprocated by employees who care about their company.

Teambuilding, ownership, responsibility are buzzwords for the 90s. In most companies, these are concepts that successful ES&R programs have been promoting for many years. When an employee feels part of the team, has a sense of ownership in the company and demonstrates responsibility both on and off the job, you have an employee who will be with you for a long, long time. 

### Endnotes

- <sup>1</sup> Kathy Ballen, "America's Most Admired Corporations," *Fortune Magazine*, February 10, 1992, pp 40-77.
- <sup>2</sup> Laura M. Herren, "The New Game of HR: Playing to Win," *Personnel*, June 1989, (66:6)p 19.
- <sup>3</sup> Elizabeth D. Martinet, "A Labor Shortage?" *Employee Services Management*, November, 1990, pp 15-18
- <sup>4 & 5</sup> Eileen M. Crimmens, Richard A. Easterlin and Yasubiko Saito, "What Young Adults Want," *American Demographics*, July, 1991, pp 24-33.

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Joe Kopinski, CESRA, is Secretary of Employees Mutual Benefit Association for Wisconsin Electric Power Company in Milwaukee, Wisconsin. Cynthia Helson is editor of *Employee Services Management*.

# Operating Employee Associations:

*Providing Employee Services and Recreation Programs*

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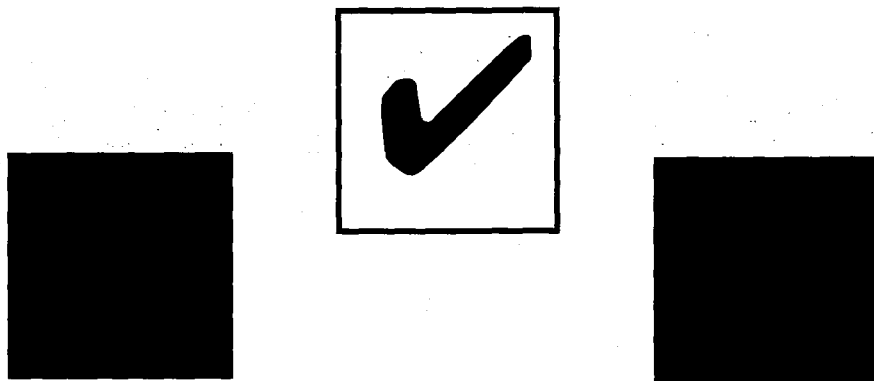
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# Needs Assessment— It's More Than Another Survey



*Discover what a needs assessment can do for you and what it did for Xerox.*

by Beth Schuber

**A** needs assessment is a study that goes beyond evaluation of organizational member services to capture the members' day-to-day challenges, their attitudes toward the organization and their view of possible new services. This is a process designed to enhance the ability to meet and exceed customer requirements.

A needs assessment is valuable in order to do long-range planning in an effective manner. This assessment allows an organization the ability to utilize information relating to member needs and attitudes in order to better serve the member. The needs assessment allows an organization the opportunity to use professional expertise to address the unique challenges that members face each day. In short, the needs assessment allows an organization to satisfy its customers.

An employee services and recreation department may consider having a needs assessment done when the ES&R manager realizes s/he is unsure of what employees need, want and expect from the ES&R department. Remember too, as employees get older, take on more responsibilities and as the workforce composition changes, employees' lifestyles, attitudes and values change. What may have appealed to employees five years ago may no longer gain as much attention from employees. A needs assessment helps you keep a pulse on what's important to employees.

A needs assessment is more than another survey. If an ES&R manager were to do a typical survey asking employees to rate types of programs or to indicate whether or not they would participate in types of programs, the end result would be a list of likes and dislikes and a list of programs in which employees said they would participate, might participate or would not participate. A needs assessment allows you to assess social values and trends. It allows you to discover how employees feel about your program, their worklife and their home life. It will tell you what programs employees will participate in and what obstacles keep them from participating. This instrument will document the demographics of your workforce and show the relationship between these demographics and employees' responses to survey questions.

A comprehensive needs assessment can be an extremely valuable tool yielding an enormous amount of information. The finished product may be a hefty report including the following elements: Background (an explanation of why the assessment was done), executive summary (highlights of survey results), tabulation (copy of survey with response percentages next to each question), research analysis, implications and opportunities, summary of participants' write-in

comments and tabulation printouts (cross references showing relationships of demographics to survey question responses).

Xerox Corporation, discovered first-hand the enormous amount of information a needs assessment survey could yield. Below is an explanation of how Xerox went about having a needs assessment done and a sample of the information the instrument produced.

The Xerox Health Fitness and Employee Services organization set out to assess the needs of employees in several different Xerox locations. The Xerox Health Fitness and Employee Services organization includes operations in Stamford, Connecticut, El Segundo, California and Webster, New York. Two other Xerox Fitness and Employee Services operations also took part in this Needs Assessment—Leesburg, Virginia and Dallas, Texas. A description of the services available at these locations appears in the sidebar below.

For the purpose of this article, I will primarily review information we received as it relates to Webster, New York. Bear in mind, the below five locations all participated in this assessment, and the results are

tabulated demographically so that each location can specifically look at issues and trends as they affect their particular operation.

The development of the Xerox Corporation Needs Assessment instrument began in mid-1990 with a Quality Improvement Project within the Xerox Health, Fitness and Employee Services (XHFES) organization based in Webster, NY. As a staff, we evaluated surveys that had been done in the past, programs we were planning, and trends we were seeing in the workforce. We completed a wide survey in 1978 which had helped to direct our services throughout the 80s. Obviously though, the time was right to look at this type of survey instrument again. As we developed this new survey, we realized what we were looking for was not merely a survey, but an actual assessment of the needs of our Xerox customers.

In early 1990, NESRA had worked with Rod Brutlag and Associates, a Chicago-based firm, on a needs assessment for the NESRA organization. In researching the background of Brutlag and Associates, we realized this was a highly skilled and professional organization which would meet our needs for the type of assessment

## Services Available at Participating Xerox Locations

**Stamford, Connecticut:** Two health and fitness locations are operated in the Stamford area. Corporate Headquarters and First Stamford Place house exercise facilities which include treadmills, Kiser weight lifting equipment, bicycles, stair climbing machines, rowing ergometers and free weights. At Corporate Headquarters there is an outdoor one mile jogging/walking path and two volleyball courts. Other services include merchandise sales and aerobic fitness classes.

**El Segundo, California:** Services provided in El Segundo include physical fitness, club groups, travel, athletics, discount ticket and merchandise sales, instructional classes, aerobic fitness classes, and special events. The fitness center occupies 3,000 square feet and has treadmills, exercise bicycles, rowing machines, Nordic Trak, Universal weight training equipment and free weights.

**Webster, New York** (includes Henrietta, Rochester and Webster): There are three operating facilities in the Rochester area. The major facility in Webster houses a double gymnasium, racquetball courts, fitness center and conference rooms. Outdoor areas include tennis courts, four lighted softball/soccer fields and a one mile

jogging/cycling/walking path. Fitness centers and employee services offices are located in Henrietta and Rochester as well. Fitness centers include treadmills, stairmasters, windracers, exercise bicycles, rowing ergometers, Nautilus weight training equipment and free weights. Services are also available in athletics, club groups, instruction, aerobic fitness classes, discount tickets and merchandise, special events and retiree programming.

**Leesburg, Virginia:** Leesburg is the major training center for Xerox employees and outside groups. Facilities offered include tennis courts, swimming pool, outdoor jogging/cycling/walking path, double gymnasium, racquetball courts and fitness center. Other services available are discount purchasing programs, athletics, club groups and retiree services.

**Dallas, Texas:** The fitness center located in the Lewisville Xerox facility is 2,000 square feet. This facility has treadmills, exercise bicycles, free weights and weight station equipment. Other services offered include discount tickets and coupons, running/walking club, aerobic fitness classes, athletic opportunities and special events.

we required. In October, 1990, we had our first contact with Rod Brutlag and began the negotiation for a Xerox Needs Assessment Study. In late 1990, our organization also met with other Xerox Health, Fitness and Employee Services organizations nationwide to gain their input and further develop our list of customer requirements.

## The Instrument

In June, 1991, representatives from the XHFES organization met with Rod Brutlag to clarify our customer requirements and utilize this expertise in ironing out the details of what would be included in the Xerox Needs Assessment instrument. The following objectives were established:

- To document Xerox employees' attitudes, needs and usage/practice for health, fitness and employee services.
- To establish the employees' perception of the Xerox Health Fitness and Employee Services organization and the potential for using them.
- To establish which means of communicating employee services information has the best chance of reaching them.
- To measure the value of current employee services to the employees who use them.
- To bring a greater awareness to the participants of the value and desirability of utilizing Xerox employee services.

Our objective was to be visionary with this instrument as opposed to merely surveying people's likes and dislikes. We also wanted to use the 1978 survey when possible to cross reference any changes in values and needs. We couldn't use it directly as it was too long and too locked into the survey mold. But we were able to make some valuable comparisons in terms of needs/trends in the 80s as opposed to 90s. We certainly found that the demographics had changed considerably in the rise of single parent families, and children under the age of five in Xerox households.

Throughout the summer of 1991 the Needs Assessment was being developed and went back and forth from Chicago to Webster. When the final version was accepted, it was sent out in mid-September to a random sample 10 percent of the Xerox population in Monroe County, NY; Stamford, CT; Lewisville, TX; El Segundo, CA; and Leesburg, VA. Results began coming in immediately and overall, we received a 35 percent return rate which is considered statistically significant. In early December we received an executive summary from Rod Brutlag and a tabulation of all results.

## The Results

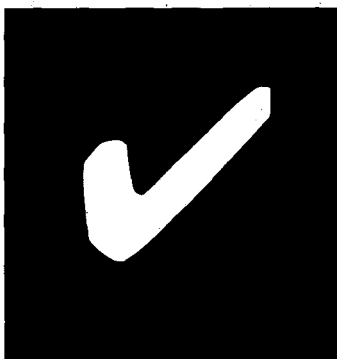
Here is some interesting information we gathered as it relates to Monroe County (Webster, Henrietta and Rochester).

Xerox employees indicated their most significant challenge is finding time to spend with family. This was particularly significant to us since we attempt to include the family where possible, but often exclude them intentionally due to space limitations or unintentionally by the way we advertise. The opportunity to serve this population is significant. Being creative with building use and accessibility to family will be important throughout the 90s if we want to maintain and increase our usage. Since 42 percent of Xerox employees have dependent children at home, this challenge becomes even more significant to us.

The second most important challenge to Xerox employees was fitness and weight control. Although 80 percent of respondents listed this as significant, only 59 percent of them participate in any type of fitness or weight control program. This could indicate several things—people don't know how to start a program, people don't have time to start a program, we don't provide the right times for people to utilize our program, people can't afford the

programming or people need more education on starting a program at home. Again, cross referencing the information we already know to be true (that Xerox employees find it a great challenge to find time to spend with family) our energies can be directed in ways that will provide family involvement in fitness, fitness at home, and educating employees on how to make time for themselves. Another interesting point is that our hourly population percentage is greater in terms of those listing staying physically fit as a challenge, and yet only 15 percent of our current fitness membership is hourly workers. This indicates a great need for us to appeal to this population to help them meet their fitness needs.

About 75 percent of employees find it hard to do everyday errands in the time they have each day. This opens up all kinds of possibilities for the "one-stop shop" concept within the employee services umbrella. Single parents, or parents with dependent children rated this area as especially difficult. Again, with 42 percent of the Xerox population having dependent children, this is especially significant. In the employee services area (discounts, tickets, etc.) we realized the largest usage improvement—from 49.6 percent in 1978 to 66 percent in 1991. These services are particularly important to lesser paid and lesser educated employees. Employee services are considered one of their major benefits. This will be a considerable factor in determining our long-range plan.




Although we focused primarily on a multiple choice type instrument, there was a write-in section as well. Some interesting comments from this section related to the desire to have swimming facilities in Monroe County. One of our current facilities has a swimming pool, but this came up repeatedly among employees from other locations in the comment section. There is a relationship with swimming and family activity as well as swimming as a non-impact type of aerobic exercise. Although we don't have too much control over the ability to build a pool at our three facility locations, this information may provide us with innovative programming ideas relating to swimming activities off-site. Another area of significant interest in the comment section involved on-site daycare. Although we can't control the decision-making process of the corporation regarding on-site daycare, we most certainly can pass this information upward. The implications of the need for daycare indicate an increasing need for creative, timely programming which can adapt to unusual schedules and which include the family.

When asked about promotion of employee events, we discovered in general, utilizing an employee newsletter and sending information to the home were the best sources of advertising for our Monroe County employees. This is valuable information to have and will help us focus our advertising and promotion expenditures.

## Conclusion

This is by no means a complete picture of the wealth of information available to us from the Xerox Needs Assessment summary. We will be sifting through the tabulated results and executive summary for many months to come.

Beginning in April, 1992, XHFES organization in Webster, will begin a Quality Project to determine what areas to address, and in what order. We will also look at developing a Long Range Plan which utilizes the Needs Assessment results almost exclusively. We continue to be excited about the project, and plan to follow up on an ongoing basis with Rod Brutlag to assess how we are doing and determine when we need to readdress our customer needs again.

The information we received from the Xerox Needs Assessment Study will help position our organization for the 1990s and into the 21st century. We are certain the dollars and energy dedicated to this project were money and time well spent. Our customers will win, and most certainly we will win in continuing to achieve the highest level of Customer Satisfaction. 

*Beth Schuber is currently Supervisor of Fitness Services at Xerox Corporation in Webster, New York and served as Project Leader for the Xerox Needs Assessment Study.*

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# Employee Recycling Committee Keeps Things



by John Tanquist

**R**ecycling at General Mills is guided by a volunteer committee operating under the auspices of the Employee Club. The 16-member Recycling Committee is comprised of volunteers as well as representatives of building services, our food service operations, a cleaning contractor and a recycling service. We work together to design, implement and review recycling opportunities and to encourage employee participation.

The General Mills Recycling Committee initially generated an income from recycling. Now, the committee is attempting to justify its budget after an 80 percent drop in income over the past six months, due to an excess of recyclable materials on the market from successful municipal recycling programs.

During the first year of a two-year term chairing the

recycling committee, my skills for managing people have greatly developed, helping me sustain control of a balanced recycling program. In running this employee function, we volunteer many hours to support the myriad functions sponsored through our Employee Club.

Every time the Recycling Committee meets, the same basic questions are raised: How do we manage enthusiastic committee members, bursting with new ideas, wanting to recycle more materials? How do we manage these diverse interests within the employee club? How do we manage recycling as it turns into a time management issue? The points outlined in this article will give you a strong indication of what is viable recycling. Although references will be specific to our program, the information should be transferable to your recycling efforts.

## History

General Mills is a \$7 billion highly focused company with businesses concentrated in segments of the consumer foods and restaurant industries. Some of General Mills best known products are Wheaties, Cheerios, Lucky Charms and Kix Cereals; Betty Crocker cake mixes; Gold Medal flour; Bisquick; and Hamburger Helper. Red Lobster and Olive Garden are our restaurant leaders.

As a good corporate citizen, General Mills recognizes the economic and environmental importance of recycling. As early as 1973, this awareness sparked the initial recycling program involving white paper and corrugated cardboard at the company's headquarters in Minneapolis.

Recycling at General Mills has been successful for several reasons. First, we have a long history of recycling. Second, we are able to consistently collect a large volume of recyclable material. Third, the Twin Cities area is a large paper-producing area providing a market for recyclable paper materials.

Initially, our recycling program started with materials that could be sold. Now, recycling is not merely a profitable practice. There are costs involved. Today, our cost analysis also includes the expense of hauling waste (\$95 per ton plus transportation) versus the potential of transporting recyclables. Our model looks like this:

- Determine the cost involved in recycling (collection, transportation).
- Figure the resale value of recycled materials.
- Add in the savings from materials that are not included in the waste stream (transportation, landfill charges).
- Develop a break-even point for the cost of wasting and the cost of recycling (these costs will merge as recycling affects waste).
- Hire a contractor with the facilities to help your program evolve successfully.

There are various types of recycling systems available. We use three methods of collecting recycled materials: Individual Container Systems, Intermediate and Central.

1) An Individual Work Station Container System is used when the cleaning service handles all waste removal from the office. This service is a feature a tenant might receive in a leased office or small office area. This system is particularly useful to our employees at sites around the country who lease and don't have the same service system that is available at our headquarters.

2) An Intermediate System handles our aluminum, glass and paper recycling efforts. Employees dispose their recyclables into containers, the cleaning service moves the container to the loading dock for storage until it is picked up by the recycling service.

3) A Central System allows all employee recycling to be channeled into one container.

## The Concept

The General Mills Employee Club adopted the recycling project because it was one of the few money making efforts available to the club. In 1992 we project it will generate almost \$2,000. The headquarters building developed a market-based system working with a packaging contractor and a cleaning service. Our research facility (housing our scientists, engineers and research technicians) developed and implemented a complex and extremely thorough program. Both systems accomplish the task of effectively gathering and recycling materials.

Items presently recycled at our facilities are:

|                       |                 |
|-----------------------|-----------------|
| Aluminum Cans         | Newspapers      |
| Batteries             | Office Paper    |
| Clear Glass           | Telephone Books |
| Corrugated Cardboards | Used Tires      |
| Motor Oil             | Wood Chips      |

Our on-site Automotive Service Center is recycling batteries, motor oil and tires.

We plan to include magazine recycling in the near future by introducing a contest among departments to see which can collect the largest volume of recyclable magazines.

Magazines will be stacked by departments at the entrance to the cafeteria. This campaign will reach all employees in the headquarters, since they eat in the cafeteria everyday.

## Fun Employee Activities

A recycling program of this magnitude for a large company such as General Mills can involve a great deal of time and work—but there is a fun side to the program. Each spring and fall a display is set up outside of the company cafeteria with various contests in which the employees can participate. The winners of the contest receive either a reusable travel cup or a magnet with the GMI recycling logo imprint.

Some contests and other activities are stacking empty soda cans, purchasing "official" coffee mugs, guessing the number of aluminum pop tabs in a container, and recycling for "Brownie Points."

The "Brownie Points" program is used when a department has an official clean-up day and contacts the recycling committee to provide containers for the various types of recyclables, the following day the department is rewarded with fresh brownies provided by the cafeteria. The "Brownie Points" program is promoted through our "Recycler Newsletter" which also lists the amount of recyclable material collected, what products are recyclable and upcoming events.

During Earth Day 1990, each General Mills employee in the Twin Cities area received a reusable

coffee mug, which entitles the user to a discount in the cafeteria on any beverage purchased in the mug. The official recycle mug has decreased the use of styrofoam cups and raised employee awareness about recycling. Overall, employee response and enthusiasm has been very positive.

## The Reality

For any program of this magnitude to be successful, it must be supported by upper management. General Mills executives understand the necessity of recycling and have helped us develop the following partnerships inside and outside the organization:

- Incorporating the Employee Club's recycling motto or logo on our promotional items (reusable cups, magnets, etc.) has allowed us to build corporate and community spirit into our recycling effort.
- A quarterly newsletter is sent to all employees with updates and information critical for a successful business place recycling program. Committee members have received an overwhelming response about the recycling program along with inquiries about the introduction of new items, where to get containers, and what exactly is recyclable.
- The Building Service Department has supported our efforts by providing temporary cardboard containers, which eventually will be replaced by stronger, permanent containers.

Containers should be a size, style and color compatible with the interior scheme of each location. The container shape is dictated by the level of recyclable material in the retrieval zone, which should be on or near the loading dock to allow efficient handling.

Container types and styles for a staging area must meet certain county guidelines. Many companies use a 90-gallon, two-wheel container. This type of container eliminates intermediate handling issues.

Intermediate collection containers should be labeled clearly on the top and side indicating what materials are acceptable. Standardizing container color and shape will help recyclers sort recyclables properly.

- Recently we began recycling soda pop can tabs for the Ronald McDonald House. The local house accommodates 27 families per night. Nationally, approximately 150 houses exist for families with seriously ill children undergoing treatment. The average stay at our local Ronald McDonald House has increased from three days to three months due to the increase in bone marrow transplants, a specialty of the University of Minnesota. The fee for families is \$5 per night. To date, the Ronald McDonald House soda pop tab program has contributed more than \$120,000 to the homes, with an additional \$80,000 to \$100,000 to be collected this year.
- Recycle Monitors (RMs) are individuals appointed by

their departments or volunteers interested in the recycling program. RMs procure containers, assess their department needs, make suggestions and enforce guidelines concerning recycling at General Mills. The committee meets with the RMs on a quarterly basis updating them on the latest recycling guidelines and future plans for additional containers. Presently, we are working with the monitors to identify convenient placement of the containers in their departments and throughout the company.

## Case In Point

Now we collect recyclable paper at General Mills workstations in small cardboard desktop boxes that employees empty into an intermediate glutton container. When full, the cleaning service moves the contents of the container to a hamper which is located at the loading dock retrieval zone.

The retrieval zone has the capacity to handle 10-15 hampers. Baling our corrugated cardboard on site generates an output of 1-4 bales daily. Ten hampers are kept on our primary dock, and our secondary dock contains six hampers to handle computer output and archives waste.

Currently, the recyclable materials are scheduled for biweekly pickups, with the possibility of triweekly pickups as the volume increases.

## Conclusion

Local market prices for recyclables are dropping due to laws that require city recycling programs to be uniform. Recycling processors are meeting company demands by collecting mixed paper materials instead of separated materials. This increases the cost of processing and handling, and has reduced the income to our Employee Club Recycling Committee.

But despite that, our enthusiasm and commitment are flourishing. We are participating in a newly formed industry with many different strategies. Governmental bodies lobby one way, recycling companies another, sometimes leaving the consumer holding the bag of recyclables. But despite the problems and inconsistencies, recycling is the right thing to do for this Planet we call Earth. There are many untapped market segments for reusables. Don't throw anything away without considering the recycling possibilities. Ask yourself who can use it, your answer may lead you to an unidentified recycling resource.



*John Tanquist is chairperson of General Mills Employee Club Recycling Committee, Minneapolis, Minnesota.*

# Liver Wellness: The Missing Link In Corporate Wellness

*Your liver is a miraculous silent partner which needs proper attention. Yet, few know about the amazing feats your liver performs and how you can preserve this vital organ.*

by Thelma King Thiel

**H**ow much is substance abuse costing your company in lost productivity, absenteeism and health care...not to mention rehabilitation?

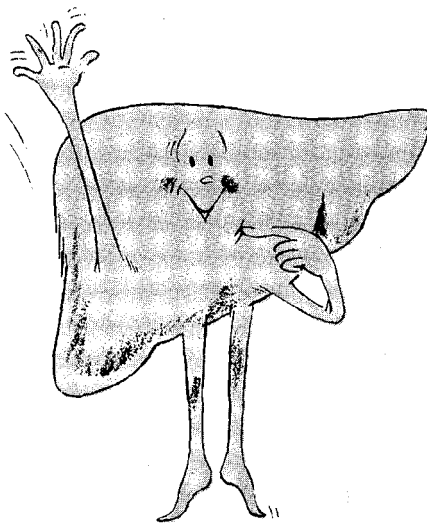
How much is your company investing in the prevention of substance abuse?

Surveys conducted by the American Liver Foundation prove that once informed about the importance of the liver, individuals change their behavior and reduce liver damaging activities. Liver wellness is the "missing link." The American Liver Foundation's new nonthreatening, proactive behavior modification program in substance abuse prevention is filling a tremendous void in corporate wellness programs.

But how do you get people interested in their liver when they don't know where it is...and what it does...And unfortunately, it is a non-complaining organ that doesn't let them know it's in trouble until the damage is far advanced.

Most people react negatively when they hear the word "liver." It conjures up distasteful memories of the meat their mother made them eat as a child. Or it brings to mind the word "cirrhosis," the liver disease folks get from drinking too much.

A new image has been created



for the liver: Your miraculous silent partner that needs tender, loving care. It is your internal chemical power plant and your guardian angel, silently keeping you alive, alert and healthy, every minute of every day. It is also the most overworked, misunderstood and abused organ in your body.

Did you know that you wouldn't have been able to get out of bed this morning if it weren't for your liver feeding you back some of the energy it stored from the meal you ate last night. You would be limp as a puppet and unable to sit up, think or talk. You wouldn't be able to digest your food properly, or absorb vitamins or minerals. You would bleed continually from a small cut if your

liver weren't making clotting factors. You'd be vulnerable to every germ around if your liver weren't making immune factors or filtering out bacteria from your system.

Are you aware that your liver controls the production and excretion of cholesterol? And if we knew why this is sometimes "bad" in some folks and "good" in others, we wouldn't have so many heart attacks and gallstones. We simply need more research to find these answers.

Everything you eat, breathe and absorb through your skin must be refined and detoxified by your liver. Mixing drugs—over the counter as well as prescribed—and alcohol can be particularly damaging to liver cells, and to the employees in your personal power plant. Continued damage from toxic substances, hepatitis viruses, environmental chemicals, drugs and alcohol can permanently damage liver cells, replacing them with scar tissue called cirrhosis. When the liver is continually assaulted, an increasing number of healthy liver cells are destroyed. Gradually, your power plant begins to slow down and may even shut down without warning.

The impact on your health, your vitality, and your life can be devastating.

These simple facts presented in a reader friendly brochure and a 10-minute video "A Healthy Liver—A Happier Life" can help your employees make informed life-style choices and avoid liver damaging behavior. In addition, the American Liver Foundation's Corporate Wellness Packet includes valuable information about liver health, liver diseases, brochures on hepatitis, diet and your liver, and a liver wellness workbook for employees' children with an appealing Lovin' Liver character. This effective program has a proven track record and has drawn positive reviews from those who have used it.

*"The American Liver Foundation's Wellness Program adds a critical education dimension, long missing in risk reduction programs, that supports the work and those responsible for improving*

*employee health and impacting corporate health care costs"...*


—Dorothea Johnson, M.D., AT&T Corporate Vice President Health Affairs

Dan Reeves, head coach of the Denver Broncos, and Chairman of the American Liver Foundation's Sports Council, encouraged all the NFL coaches to use our liver wellness approach claiming, "It is the best substance abuse prevention program his team has ever used."

## Conclusion

Understanding the importance of the liver in staying healthy is vitally important to encourage employees' adoption of healthful lifestyle choices. Prevention begins with knowledge. It is easier to build a

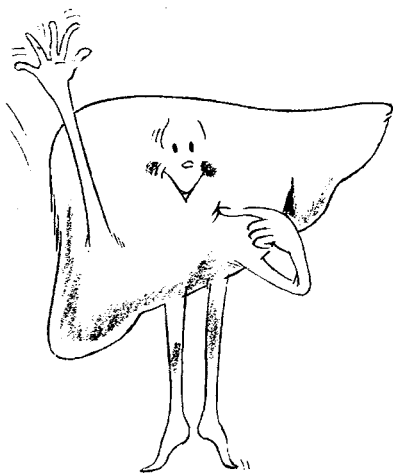
foundation of knowledge and prevention than to rebuild a life. We have made liver wellness palatable to help you save lives and dollars.

For more information, contact the American Liver Foundation, 1425 Pompton Avenue, Cedar Grove, NJ 07009 or call (800) 223-0179. 

*Thelma King Thiel is the President and Chief Operating Officer of the American Liver Foundation. She is also a registered nurse and holds a Bachelors Degree in Health Education. She was recently appointed to serve on the National Digestive Diseases Advisory Board.*

*She is nationally and internationally recognized for developing effective communication techniques to promote liver wellness and the prevention of substance abuse.*

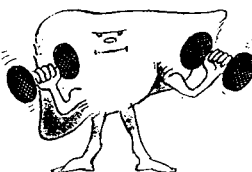
## Hi... I'm Your Liver



and let me tell you  
how much I love you.

- ♥ I store the iron reserves you need, as well as a lot of vitamins and other minerals.

Without me you wouldn't have the strength to carry on!



- ♥ I make bile to help digest your food.  
Without me you'd waste away to nothing!

- ♥ I detoxify poisonous chemicals you give me, and that includes alcohol, beer, wine, and drugs — prescribed and over-the-counter as well as illegal substances.

Without me, your "bad" habits would kill you!



- ♥ I store energy, like a battery, by stockpiling sugar (carbohydrates, glucose and fat) until you need it.

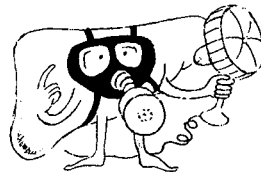
Without me the sugar level in your blood would fall dramatically and you'd go into a coma!

Let's face it! You couldn't have gotten out of bed this morning if I weren't on the job.

- ♥ I make the blood that got your system going even before you were born.  
Without me you wouldn't be here!

- ♥ I manufacture new proteins that your body needs to stay healthy and grow.  
Without me you wouldn't grow properly!

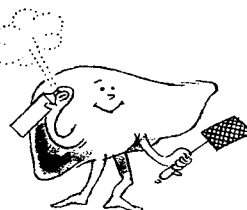
- ♥ I remove poisons from the air, exhaust, smoke and chemicals you breathe.  
Without me you'd be poisoned by pollutants!



- ♥ I make clotting factors that stop the bleeding when you nick yourself shaving or paring an apple.  
Without me you'd bleed to death!

- ♥ I help defend you against the "germ warfare" going on in your body all the time. I take those cold germs, flu bugs and other germs you encounter, and knock 'em dead — or at least weaken them.

Without me you'd be a sitting duck for every infection known to man.



# Selling by Catalog From Your Store

*A discussion of things to consider when creating a catalog of your store merchandise.*

by Arthur C. Smith III

**O**ne way to add convenience and increase your employee store's sales and employee profits is to offer a catalog of merchandise. A catalog allows employees, both at the store site, and throughout the country, to purchase your company-specific merchandise. Your overhead for the activity will be exceptionally low, and therefore your profit margins can be higher than in your store!

Creating a catalog of your store's merchandise requires a significant amount of attention to detail, but by planning ahead, your catalog can be used for many years. Few stores have the resources to issue four or five catalogs each year.

The Department of Justice Recreation Association Store is located in the main Justice building in Washington, DC. But Justice has over 68,000 employees, not including the Federal Bureau of Investigation. The overwhelming majority of Justice employees do not work in the DC area, and therefore are potential customers of the store only if they can see the products we sell.

To appeal to this dispersed employee market, we decided to prepare a four-color catalog. The following article describes the process we followed.

## Graphics Expertise

First, we realized none of us on the Board of Directors had the knowledge, experience, or time to design and produce a professional catalog. Our entire Board of Directors are Federal employees first, and volunteers to the Association second. We knew that we could not do this project on government time, so we quickly decided to "contract out" the project to a graphic artist. We continued to provide supervision, and always expressed our opinion, but left the detail work up to him.

Hiring a competent graphic artist was the critical step for us. The person we selected was an expert on color separations, printing processes, photo layout, and the myriad details required for this project. For a fee of about \$2,000, the graphics artist implemented the project with our supervision. It is best to budget \$2,000-\$3,000 for a graphic artist. Expect him/her to be your "project manager."

## Design

After researching three iterations on the design, we decided that four-color printing was the best (the cover

of this magazine is four color). We also decided we would use slick paper (again, like the cover). We would have models photographed by a professional photographer and print prices on a separate flyer which we could update, rather than printing them in the catalog. A separate price flyer extends the life of the catalog and we expect our printing order of 20,000 catalogs to last five years.

The other major design consideration was that the catalog would be, in fact, only one big piece of paper, printed on both sides and folded carefully to the final size. This really keeps costs down. It's surprising how much information can be conveyed on one page printed on both sides.

## Photography

We interviewed four professional photographers and looked at samples of their work. While price was a consideration, the person selected was not the least expensive. We felt the person selected could capture the casual look we wanted. We asked Justice employees to be models (plus one young son of an employee for the children's clothes). The employees worked for free, saving us

over \$1,000 in modeling fees. We "paid" them by giving them the clothes they modeled. (One hint: Be sure to obtain a signed release form from each person and file it. The parent of the under-age boy signed for him.)

The cost of the photographer was about \$1,500 and included the negatives of the pictures so that the printers could make the master plates. We also specified that we retain title to the negatives and prints for future catalogs. Because prices will be higher today, you should budget about \$2,000-\$2,500 for the person whose work will determine to a great extent the quality of your final product.

We decided to take advantage of our Washington DC location, and photograph models wearing our Justice-logo T-shirts, sweat shirts, running togs, etc., outdoors, with the monuments in the background. We suggest that you too, select locations that are identifiable to your employees scattered around the country. For example, a private sector store could shoot in and around corporate headquarters, making sure the company name and/or logo appears in the background in some pictures. Clothing modeled on the factory floor, on the ward at the Hospital, etc. could make an interesting picture, and helps personalize the catalog.

The shooting was done at 6 a.m. on a spring weekday so that the sun would be at a low angle; we gave the clothes to the models the night before, and they wore bathing suits under their clothes so they could change in public without difficulty. The shoot took less than two hours.

For non-personal merchandise such as retirement plaques, coffee mugs, glassware, etc., the photographer was given a complete set of everything and he shot them at his studio.

## Printing and Distribution

The graphic artist "mocked-up" the catalog, using actual photo session prints. He cut and pasted until we had a good idea of the final product. Once we were satisfied, he took care of all the details; he negotiated with the printer, arranged for the color separations to be made, and did the many things that make printing possible. We really used his knowledge here, and felt that the dollars we paid him were worthwhile.

Printing costs were about \$8,000. Color separations and other mysterious printing things added another \$1,500.

We distributed several thousand catalogs to all Justice locations in the world (at our expense, of course, not taxpayers' expense). We garnered over \$30,000 in orders from everywhere within six months. When filling orders, every outgoing order is accompanied with a catalog and the latest price sheet.

## Filling Orders

The store employees take orders over the phone or by mail, pull the merchandise from on-hand stock, pack it and ship it. As an inducement to order from us, we pay the UPS shipping charge when the order totals \$100 or more. Our cost of the normal UPS shipping of about \$5 is easily covered by the profits on those larger orders. We accept all major credit cards, which encourages telephone orders.

We find that the overhead cost of catalog sales is less than that of in-store sales, because the existing employees can fulfill the orders in their spare time. We are busiest around lunch time, and therefore

have to staff at that level, but we can pack shipments at 3 p.m. or 4 p.m. when the store is quiet.

## Keeping Current

We reprint the price sheet about every six months to keep prices current. We also indicate discontinued items.

All merchandise in the catalog is available in the store, and therefore we do not have any separate inventory requirements. We fill orders from stock on hand and usually ship the same day. Since the catalog concentrates exclusively on Justice Department specific merchandise, our customers order logo coffee mugs, T-shirts and sweat shirts, caps, etc.

One mistake we made was to not anticipate telephone number changes. The Department of Justice changed its central phone switch in 1990, and our store got a new number! Thus the number on the catalog is now wrong. Our 20-20 hindsight tells us we should have left it off the catalog and put it only on the price sheet.

## Conclusion

Developing a catalog to sell your employee store merchandise can definitely expand your employer customer base from those employees at the store site to those across the country. When developing your catalog, plan for it to appeal to a broader audience and anticipate its design with price changes in mind.

For a free copy of our catalog, call the Association at (202) 514-4000 or write to us at DJRA, Room 6240 MAIN, Department of Justice, Washington, DC 20530.



*Arthur Smith III is special assistant to the director, Justice Payroll Center, for the Department of Justice, Washington, DC.*

# BUYER'S GUIDE UPDATE

## **BANTAM DOUBLEDAY DELL PUBLISHING GROUP**

666 Fifth Avenue  
New York, NY 10103  
(212) 492-9405  
Contact: Lisa Busfield

Bantam Doubleday Dell Publishing Group offers best selling books from the nation's hottest authors with titles ranging from paperback thrillers and hardcover cookbooks to whimsical humor books and elegant gift books. Counter and floor displays are available to fit your store's needs. NESRA members receive 50 percent discount with free freight!

## **BARRETT SPORTSWEAR**

9353 Penn Ave.  
Bloomington, MN 55431  
(612) 884-7811  
Contact: Joe Roeger

Barrett Sportswear provides custom silkscreened and embroidered wearables designed for the corporate market—perfect for company stores and incentives. Jackets, hats, T-shirts, golf shirts, bags, towels and much more at a discount of 35-40 percent off retail.

## **CENTURY PRODUCTS COMPANY**

9600 Valley View Road  
Macedonia, Ohio 44056-2096  
(216) 468-2000 ext. 323 or 379  
Contact: Jerry Frisch  
Carol Helminski

Manufacturer of juvenile products, such as toddler car seats, infant car seats, strollers, walkers, high chairs, swings, infant carriers, toys, etc.

## **CORPORATE ADVANTAGE, INC.**

7720 E. Evans Road  
Scottsdale, AZ 85260  
(602) 998-2266  
Contact: Warren Kaplan  
Vicki Mardell

Corporate Advantage, Inc. produces the ultimate employee perk for corporations. There is no cost to the employer or employee. We present a card which unfolds like an accordion offering special discounts throughout the year to a wide assortment of businesses.

## **CROWN STERLING SUITES**

3131 Turtle Creek Blvd.  
Suite 1300  
Dallas, TX 75219  
(214) 443-1300  
Contact: Anne Lawrence

Crown Sterling Suites is an "all-suite" hotel chain. Each two-room suite has refrigerator, wet bar, coffee maker, microwave, two color televisions, two telephones, and pull-out sofa bed. Complimentary cooked-to-order breakfast offered every morning, two hours of complimentary beverages every evening.

## **FUJI TRUCOLOR PHOTO**

3686 Mission Gorge Place  
San Diego, CA 92120  
(619) 286-0500  
Contact: Ross Climo

We will customize an in-house photofinishing program directed toward your organization's needs. Prices to NESRA members are up to 50 percent less than retail prices.

## **GREAT SMOKIES HILTON**

One Hilton Inn Dr.  
Asheville, NC 28806  
(704) 254-3211  
Contact: Paul Hornyak

Great Smokies Hilton is a mountain golf and tennis resort located on 120 acres close to downtown Asheville, NC. It offers 278 deluxe rooms, an 18-hole 5,111 yard par 70 Class A PGA golf course, a tennis center with four indoor and four outdoor soft courts, tennis school and two outdoor pools.

## **HALLMARK CARDS, INC.**

2501 McGee Box 419580  
Mail Drop 167  
Kansas City, MO 64141-6580  
(816) 274-4182  
Contact: Donald Larose

Hallmark Cards, Inc. is the world's leading manufacturer of greeting cards and social expression products. With the world's largest creative staff, Hallmark produces many lines of greeting cards, as well as giftwrap, party goods, mugs, stationery, and much more.

## **J.R. SPECIALTIES, INC.**

5827 W. Marconi Ave.  
Glendale, AZ 85306  
(602) 938-6814  
Contact: J.R. Roren  
Andrea Roren

J.R. Specialties is bringing the latest fashions into the workplace. Through various imprinting methods we create a custom look. We are also an advertising specialty company and have a full line of marketing and promotional items such as calendars, mugs, etc.

**KONICA QUALITY PHOTO  
(EAST), INC.**

P.O. Box 2011  
Portland, ME 04104  
(207) 883-7325  
Contact: Richard Hauser

Konica Quality Photo, the nation's second largest wholesale photofinisher, offers its customers outstanding quality and service on film developing at low everyday prices. At Konica, the emphasis is not necessarily in being the biggest, but rather the best.

**MGM GRAND HOTEL AND  
THEME PARK**

P.O. Box 77711  
Las Vegas, NV 89177-7711  
(702) 891-2200  
Contact: Daniel Shumny

Opening in early 1994, this 5,000-room hotel and 33-acre theme park will be the world's largest destination resort. NESRA members will receive a 10 percent discount on rooms and theme park entrance.

**OUTRIGGER HOTELS HAWAII**

30100 Town Center Dr.  
Suite 0-172  
Laguna Niguel, CA 92677  
(714) 249-9424  
Contact: Sandra Schmidt

A family owned chain, Outrigger Hotels Hawaii, Hawaii's largest most diverse hotel company, introduces its Preferred Club offering a 15 percent rate reduction on rooms and suites at 24 newly renovated hotels throughout Waikiki, Kauai and the

Big Island plus 7 mainland U.S. properties in California, New Mexico and Texas. Accommodations range from luxurious suites to comfortable spacious hotel rooms many with kitchenettes and our published rates range from \$750-\$60 per night.

**PRESIDENTIAL SPORTS  
AWARD**

(Amateur Athletic Union)  
P.O. Box 68207  
Indianapolis, IN 46268  
(317) 872-2900  
Contact: Tom Leix  
Jean Ann Ruppel

The President's Council on Physical Fitness and Sports challenges your employees to earn its Presidential Sports Award. The program motivates individuals to participate in fitness-oriented activities on a consistent, long-term basis.

**PRINCESS HOTELS  
INTERNATIONAL, INC.**

805 Third Avenue  
18th Floor  
New York, NY 10022  
(212) 715-7042  
Contact: Stephen Cius

Princess Hotels International is a 4,300-room deluxe hotel group with luxury resorts in Acapulco, Bermuda; the Bahamas; Scottsdale, AZ and Palm Springs, CA.

**RESIDENCE INN BY  
MARRIOTT  
ON LAKE CECILE**

4786 W. Irlo Bronson Mem. Hwy.

(U.S. 192)  
Kissimmee, FL 34746  
(407) 396-2056  
(800) 468-3027  
Contact: Iris Ortega

The Residence Inn by Marriott on Lake Cecile offers all suites, five miles from Disney World Entrance, NESRA rates starting with \$75 includes continental breakfast, complimentary lap around Lake Cecile on waterskis or pedalboat. Each suite has a full-sized fully equipped kitchen, color TV and VCR. Meeting space for up to 80 people.

**SEIKO TIME**

1111 MacArthur Blvd.  
Mahwah, NJ 07430  
(800) 545-2783  
Contact: Spencer Toomey

Seiko Time, the 9th most recognized brand name in the world, has excellent quality watches and clocks. Watches range from the basics to high-tech fashion. Clocks include travel, desk/table, mantel and wall models. Lassale is the high fashion brand.

**SUMMIT HOTEL**

**MANAGEMENT COMPANY**  
5200 Town Center Circle, Suite 303  
Boca Raton, FL 33486  
(407) 393-6061  
Contact: Ronald Antonucci

Over 45 hotels across the U.S. from oceanfront Hiltons to mountainview Holiday Inns, to city center Sheratons, we've got a perfect spot for everyone! Special NESRA discounts of up to 50 percent off regular rates!

**UNITED ARTISTS THEATRE  
CIRCUIT, INC.**

5619 DTC Parkway  
Englewood, CO 80111  
(303) 843-8600  
Contact: Jennifer Aragon

United Artists offers theatre tickets available at a reduced rate for employers to either give to their employees or sell at cost as an employee benefit. Tickets can be used at any of the United Artists' 520 theatres nationwide.

**WATERMAN PEN COMPANY**

101 Huntington Ave.  
Boston, MA 02199  
(800) 752-0652  
Contact: Danice Triot

For over 100 years Waterman has produced the finest writing instruments such as fountain pens, ball pens, pencils and roller balls. The pens are available for your employee store, awards, recognition and business gifts and can be tastefully customized with your company logo.



**NESRA**  
**JOB BANK USA**

The foremost all-purpose recruiting resource in the country is now available to all NESRA members. This state-of-the-art information system will facilitate your

**Search for qualified employees:**

Companies can now use this sophisticated database to fill virtually all job openings. An extensive range of diverse occupational fields provides an exceptional selection of prospective employees to meet your organization's specific criteria.

**Search for appropriate employment:**

With so many companies across the country using Job Bank USA for their recruiting needs, enrollment in the database is a great way to position your resume where it will be seen by people who are hiring.

To find out more about Job Bank USA and its services, contact Job Bank USA directly at (800) 296-1USA or (703) 761-4290.

# NESRA CHAPTERS

## NORTHEAST REGION

**National Director**  
Mary Ann Larkin, CESRA  
(212) 483-3844  
**Regional Director**  
Angela Cerame, CESRA  
(716) 422-3159

**Baltimore NESRA/**  
Baltimore, MD. Contact Ed Kennedy (301) 765-7054

**JERSA/Newark, New Jersey.** Call Mary Lou Panzano (201) 802-2913

**LFRA/Washington, D.C.**  
Call Arlene Williams (202) 479-0089

**MARES/Boston, Massachusetts.** Call Joanne Haynie (617) 391-2421

**NESRA-Connecticut/**  
Hartford, Connecticut.  
Call Ann Denise Jameson (203) 843-8304

**NESRA of Erie/Erie, Pennsylvania.** Call Tom Whitford, (814) 825-2915

**NESRA/New York City/**  
New York, New York. Call Gloria Roque, RVESRA (212) 456-6043

**NESRA-Niagara Frontier,**  
Buffalo, New York. Call Greg Joos, (716) 686-3491

**NESRA of the Washington D.C. Area/Washington, D.C.** Call Ann Derhammer (703) 425-1650

**PHIL/AERS/Philadelphia, Pennsylvania.** Call James Alexander, CESRA (609) 547-8284

**RARES/Rochester, New York.** Call Chuck Eckert (716) 334-5893

**SPERA/York, Pennsylvania**  
Call Allen Ulrich, (727) 225-4781 x2543

## SOUTHEAST REGION

**National Director**  
John Felak, CESRA  
(803) 725-2175

**Regional Director**  
Trent Emmons  
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## CASE STUDY

(continued from page 32)

ERC also sponsors and supports other non-JPL ERC Sub-Clubs through the athletic program. They are: Basketball League, Bowling, Soccer, and Softball League. Other programs of interest not affiliated with ERC are: Boy Scouts of America, Caltech/JPL Flying Club, Management Association, Toastmasters Club, and Explorer Post 509.

These ERC Sub-Clubs provide recreational opportunities to the employees of JPL. Any group of ERC members with a common interest in an activity may apply to the Sub-Club chair to form a new club. A sub-club must meet certain requirements to achieve and maintain ERC sponsorship. The ERC intends for each Sub-Club to operate on a sound basis with the expectation that each activity will be supported by the


participants. The ERC provides all banking and tax service for sub-clubs and maintains a separate account for each member group. Each Sub-Club must submit a budget each year in order to have the request considered in the ERC budget review. The budget must include planned activities with cost and/or income before approved by ERC.

**Insurance Coverage and Liability:** The California Institute of Technology's program of general liability insurance includes as insured the ERC and its sub-clubs, officers and members.

**Source of Income:** The income is derived from the profit of merchandise sold to employees and commission from vending machines only. Since the ERC is a nonprofit organization, the budget should reflect a plan that will result as

closely as possible in the expenditure of all expected net income. All income is deposited daily in a commercial checking account.

### **Statement of Understanding:**

The statement of understanding between the Jet Propulsion Laboratory Employees Recreation Club and JPL is a document that defines the working relationship between ERC and JPL, sets up the operating principles for the association and establishes the respective roles and responsibilities and the related limitations. This document acts as a bridge to the ERC charter, bylaws and internal procedures. 

*Brooks H. Vinson, CESRL is staff specialist for the Jet Propulsion Laboratory in Pasadena, California.*

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
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# Jet Propulsion Laboratory Employees Recreation Club, Inc. (ERC)

*This case study offers an example of how an employees' recreation club can be structured. Read about the basic elements of the club and an overview of its operations. You may find information that can be applied to your employee association.*

by Brooks H. Vinson, CESRL

**T**he Employee Recreation Club (ERC) was incorporated as a nonprofit entity incorporated under the laws of the State of California in March, 1952. Its liability is limited to existing assets. The ERC is able to take advantage of certain tax exemptions.

The ERC was formed for the following purposes: (1) To make available to members of the ERC and their families a wide field of recreational and athletic activities. (2) To make available to members various services, i.e., discounts for theater and sporting events tickets, entertainment parks, trips and tours, athletic leagues or teams, etc. (3) To foster employee-management cooperative support of recreational and associated activities.

All Jet Propulsion Laboratory (JPL) employees, regular and contractors, are members of ERC—there are no membership dues.

**ERC Office:** The daily operation of the ERC is under the cognizance of an ERC administrator and an assistant to operate the ERC office and store. They are regular full-time employees of JPL assigned by the Human Resources Division and are accountable to that organization and report to the supervisor of Employee Services. The ERC administrator and assistant are ex-officio members of ERC governing bodies to provide

information and advice and function as trustees of the Council. The ERC Council provides two subcontractor employees and one part-time contractor employee to assist in the operation of the ERC office and store.

### **ERC Store Merchandise**

**Criteria:** The only acceptable items offered for sale must be mementos, souvenirs and memorabilia related to JPL or NASA flight missions or space program commemorative logo items.

**ERC Council:** The ERC Council consists of one member from each Division at JPL. They are elected by the regular members of the ERC working in that Division. There are other nondivision representatives elected by the Council as needed. The Division Representatives serve as the liaison between the ERC Council and the members of each Division or area they represent. Generally, the Council serves the function of Corporate Directors.

**Board of Regents:** This board develops and recommends policy. The Council of Division Representatives has an executive committee called the Board of Regents. It consists of six voting members: The four Council Officers (i.e., the President, Vice President, Secretary and Treasurer, one member-at-large); all elected by and from the Council

Representatives and the immediate Past President. The Vice President of the Council serves as Chair of the Board of Regents.

**Committees:** Most ERC activities are conducted by committees, standing and temporary, that are created and their members designated by the President or the ERC Council. There are eight standing committees; i.e., Documentation, Hospitality, Personnel, Publicity, Special Events, Sub-Club, Athletic Activities, Affiliate. There are five temporary committees, i.e., Honor Roll, Nominating, Elections, Picnic, and Children's Holiday Party. These committees give a report to the Council as appropriate at the regular monthly ERC business meeting (a dinner meeting held at various local restaurants) after working hours.

**Sub-Clubs:** The ERC currently sponsors and supports 30 sub-clubs which are Amiga, Astronomy, Apple Computer, Artificial Intelligence Forum, Atari Computer, Bicycle, Chess, Fishing, Foggy Flyers, French, Genealogy, Golf, Gun, Hiking, Jet Mug, Jogging/Running, Low Pollution Auto, Numismatic, Photography, Radio, Retirees' Association, Sailing, Scuba, Ski, Stamp, Table Tennis, Tennis, Wheels (Camping), and Writers Club. The

*(continued on page 31)*

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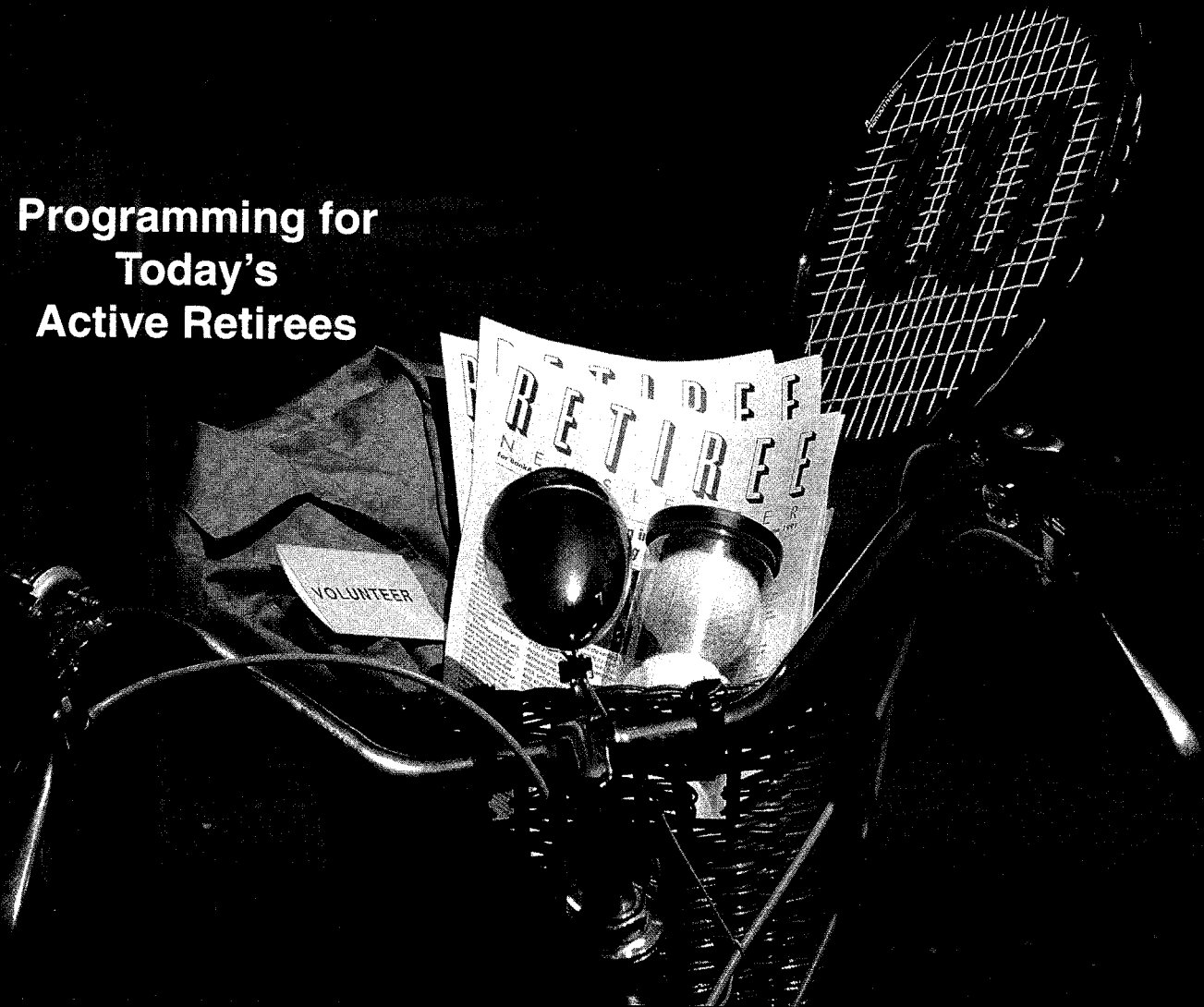
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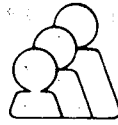
# EMPLOYEE SERVICES MANAGEMENT

Also: Sports Spectacular

Journal of Employee Recreation Health and Education / July 1992

**Programming for  
Today's  
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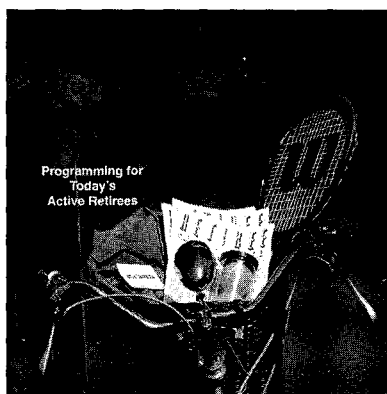
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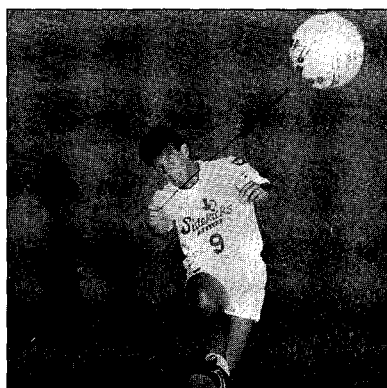
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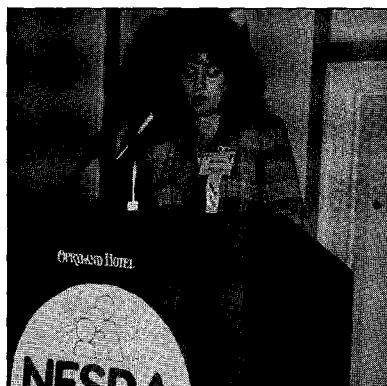
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VOLUME 35, NUMBER 5

JULY 1992

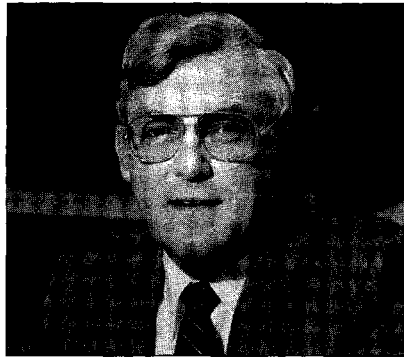
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## Dynamic Chapters



*by Jim Alexander, CESRA  
NESRA Chapter Development Advisor*

**A**nother great NESRA Conference! And again I return home with a sense of wonder concerning the quality, dedication and professionalism of the many Chapter members and leaders from around the country that I have listened to and talked with. I'm not sure if active, interested, involved Chapter members and leaders create dynamic Chapters, or if our dynamic Chapters attract and develop individuals within their organizations. It's probably both.

Why do we belong to NESRA and our Chapters? The list is familiar—to have opportunities to network, share information and experience, cultivate business relationships, obtain products and services for our employees, enjoy social interaction, and test and develop our leadership skills.

We are all also familiar with such axioms as—You only get out of an organization what you put into it. The more involved you are, the more you benefit. And an organization is only as strong as its leadership.

Granted, we can learn just from the mailings we receive from NESRA and our Chapters, but that's like taking a correspondence course, and not responding. Missing are the interactive, spontaneous, reactive, and creative possibilities! Attending Chapter meetings, vendor fairs, social functions; participating in panel presentations, committee assignments, developmental sessions, and board meetings brings you in contact with people like yourself. What opportunities for interaction—dealing with the subject-at-hand, and building relationships and channels of communication within our field of employee services and recreation.

What opportunities for you to shape your Chapter—to meet your needs. This may be the most important reason to belong to any organization—it meets your needs! If your Chapter isn't meeting your needs, you may lose interest and eventually drop out. You can make a difference. Your voice, your participation, your action, can and should play a significant role in developing an organization to meet your needs. Don't complain, don't drop out—get involved!

During my 15 years in NESRA, 8 years with the Philadelphia Chapter (PHIL/AERS), and 5 years as Chapter Development Advisor to the NESRA Board, I have become convinced that the key to a dynamic, enthusiastic, and productive volunteer organization is leadership, regardless of the goals/purpose of the group. This is not new news—but it is true! Think about any organization, whether it be community, church, business, youth or civics oriented.

The most important factor that Ken Cammarata (NESRA director of member services) and I search to identify in an area being considered for a new Chapter, is leadership. Without it, a project to establish a new Chapter is doomed. We must help develop a sense of purpose, commitment, and seriousness in those who will be the Chapter's first officers. Potential members look for such qualities when considering membership. And this strength of leadership is the engine that drives the Chapter ahead throughout its lifetime. You can become a member of this team. Participate in your Chapter. Share and learn. Interact with the other members. Develop your leadership skills. Make a difference.

Congratulations to you who are involved. To the rest—see what opportunities are available through your chapter membership. NESRA as a national association provides levels of participation also, from your Region Board to membership on the national committees to an eventual position on the national Board. At each level you can help shape the present and the future of your association.

Most of us have too much to do, too much to balance in our lives, and too little time for everything. Active people find a way to accomplish many goals in their lives, including volunteer time with an organization that can enrich their business, professional, and personal skills and accomplishments. NESRA and its Chapters are such an organization. Take advantage of your opportunities.



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### Sports Participation Increases

The results of the Sporting Goods Manufacturers Association's (SGMA) recent studies reveal an increase in sports participation. Of the 52 activities examined by the SGMA from 1988 to 1990 in its analysis of frequent or core sports participants, 35 pursuits reported increases in participation.

Those top 10 growth sports and the criteria for frequent activities are listed below:

1. Stair-climbing machine (100+ days/year)  
485 percent
2. Snowboarding (15+ days/year)  
144 percent
3. Mountain biking (52+ days/year)  
139 percent
4. Treadmill (100+ days/year)  
120 percent
5. Cross-country ski machine (100+ days/year)  
108 percent
6. Surfing (15+ days/year)  
98 percent
7. Low impact aerobics (100+ days/year)  
32 percent
8. Sailing (25+ days/year)  
31 percent
9. Target shooting (25+ days/year)  
29 percent
10. Boardsailing (25+ days/year)  
29 percent

### Population Growth

Population growth has accelerated in the U.S., according to the *Wall Street Journal*. The nation's population rose 0.9 percent annually in the 1980s. But recent Census Bureau estimates show growth

accelerated to a 1.1 annual rate between April 1, 1990 and July 1, 1991.

Several states lost population including Massachusetts, New Hampshire and North Dakota and the District of Columbia. But Iowa, which lost population in the 1980s, grew at a 0.5 percent rate in the latest period.

Nevada's population grew an average of 3.3 percent a year in the early 1980s, 4.9 percent in the late 80s and at an estimated 5.3 percent rate in the 1990-91 period.

Growth has also risen in the Carolinas, Delaware, Minnesota, Missouri, Oregon, Tennessee, Washington and Wisconsin.

Several Midwestern states whose populations fell in the early 1980s are now seeing growth, including Illinois, Indiana, Michigan and Ohio.

### Publicity Photos

It's important to have a good photo of yourself for publicity releases or promotional materials, says *Chicago Society of Association Executives' Forum*. When getting a new photo, consider the following:

Seek a photographer who specializes in public relations shots and has experience in commercial and model portfolio work. For candid shots, look for a photographer with photojournalistic experience.

Suggest a high camera angle if you're unusually tall; a low angle will make you appear standoffish. If you're short, try a low camera angle; it will make you look taller and add authority.

If you're overweight, pose leaning forward slightly with your chin lifted. This position will make you look thinner by stretching out the heaviness under your chin.

For an educated look, hold a dark-colored book in your hands. For a management look, lean on a simulated desktop.

Wear a minimum amount of jewelry because it often distracts. Even tie clasps and membership pins can cause distracting highlights. So can barrettes or clips worn in your hair.

When touching up your hair before the shoot, place a bit of hair spray on your comb to eliminate the frizzies.

Tell the photographer to correct any acne or other facial scars by retouching the negative or enhancing the print.

### Strong Summer for RV Industry

A value conscious travel market, favorable domestic travel conditions and increasing RV sales have travel experts forecasting a big summer for RV travel, reports the Recreation Vehicle Industry Association.

The U.S. Travel and Data Center's National Travel Survey reported camping was the second most popular vacation activity last year as 18 percent of all travelers camped. Of the 64.4 million Americans who camp at 20,000 public and private campgrounds nationwide, nearly half do so in some type of RV.

New RV sales, considered a leading economic indicator by some financial analysts, are on the rebound with an increase of 20 percent so far this year according to Recreation Vehicle Industry Association (RVIA).

Kampgrounds of America (KOA) is expecting a strong summer at their properties. The National Park Service operates 360 parks with more than 440 campgrounds. Recent statistics

indicate up to one-third of overnight visitors camp in RVs and tents at park campgrounds.

The American Automobile Association (AAA) is predicting a 4.5 percent increase in auto and RV travel this summer due in part to stable gas prices, which fell during the winter and are expected to remain flat over the summer.

### Don't Play Musical Chairs

Office workers need to know some basic techniques for fitting a chair, which a Stanford expert says can help prevent common occupational injuries, according to *HealthTips* from Stanford University Medical

Center News Bureau.

Terrie L. Rizzo, coordinator of health education programs for the Stanford Center for Research in Disease Prevention, notes that repetitive motion disorders—those painful conditions which come from chores such as typing on a computer keyboard all day—were the most common cause of new occupational illnesses in 1990.

If you work all day at a desk, make sure you have a good adjustable chair that will allow you to maintain good ergonomics, or a healthy posture. Make sure the chair gives you good lumbar support. Your legs should be at a 90 degree angle to the seat of the chair. If you're typing, make sure that you do not reach up to the keyboard, which can cause carpal

tunnel syndrome, one of the most common computer-related maladies.

### Briefcases Carry More Than Work

The briefcase now functions as a container for gym shoes and sweatsuits for many corporate employees, reports the *Chicago Tribune*.

Many corporations have jumped on the health and fitness bandwagon by offering wellness and health promotion programs to boost both employee health and the bottom line. Ninety percent of what people see doctors for are preventable problems.

Companies are promoting the health of their employees with

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aerobic classes, skin cancer screenings, nutritional counseling, walking paths, cancer prevention programs, back injury prevention programs, smoking cessation classes and even prenatal and parenting classes for its expectant employees and spouses.

Employees are more interested in health care because of higher deductibles and out-of-pocket expenses.

Despite corporations' best attempts to avoid employee medical care costs by initiating wellness programs, employees still get sick. Corporations are educating employees to be informed consumers

of health care to help defray the corporation's medical benefits expenditures.

As the health and productivity of corporate employees rise and the medical benefits expenditures drop, corporations are likely to extend their wellness programs in the future.

### Staffing Maneuvers

Forty percent of human resource executives do not have enough employees to meet their companies' current needs and requirements for the year ahead, according to a survey

of 427 North American companies conducted by The Olsten Corporation. Participants represent various industries ranging in size from the Fortune 1000 to small businesses.

Eighty percent of understaffed companies do not have the budgets to expand the sizes of their workforces. Another 15 percent say they're understaffed because they can't find enough properly skilled employees.

To alleviate understaffing, close to one-third will increase their use of contract or flexible staffing: Temporary employees, independent contractors, and outsourcing. Most businesses are turning to this type of staffing to maneuver through the ups



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and downs of today's economic climate, avoid layoffs, and transform fixed costs into variable costs.

Companies are moving toward establishing core groups of full-time employees, supplemented by flexible, contract staff. When expanding, nine out of 10 companies consider contract or flexible staffing options to handle the additional work.

The two most common forms of flexible staffing are temporary employees, used by 9 out of 10 companies, and independent contractors, used by more than 61 percent. About three out of 10 companies outsource functions or departments to service firms.

## Benefits in Lean Times

Managing benefits for Greyhound employees over the past several years was a big challenge, says the International Foundation of Employee Benefit Plans. The bus company faced an ownership change, the purchase of a competitor, a long and bitter strike, and financial difficulties that led to the filing of Chapter 11 status.

Kevin Bolton, senior director of compensation and benefits, Greyhound Lines, Inc. stresses the importance of using the good times

to prepare for lean times and offers a "to do" list:

- Establish corporate credibility with employees.
- Design communication mechanisms.
- Have solid, accurate information—summary plan descriptions and policies in place.
- Have specific procedures in place that are well-defined and will not change at the whim of a new department head.
- Train employees.
- Prepare backup employees with cross training and succession planning.



## A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

☐ Yes! I'd like to send a tax-deductible contribution to the NESRA Education and Research Foundation! My contribution is for the following amount:

☐ \$25 ☐ \$50 ☐ \$250 ☐ \$500 ☐ \$750 ☐ \$1,000 ☐ other: \$ \_\_\_\_\_

My organization is involved in a corporate gift-matching program: ☐ yes ☐ no ☐ I'm not sure.

Send your contributions to the NESRA Education and Research Foundation, 2400 South Downing Avenue, Westchester, IL 60154-5199

# National Employee Services and Recreation Association

Dear NESRA Members,

On behalf of the NESRA Board of Directors, I would like to take this opportunity to present to you the Association's 1991 Annual Report, and also thank you for your continued support of the NESRA organization.

Each of us experienced a variety of unique challenges during the course of 1991, both personally and professionally. Our employers continued to pursue efforts to control cost, gain efficiencies, become more effective and competitive in the global marketplace, and strive to improve both customer and employee satisfaction. I am sure there are very few of us who did not feel the impact of these efforts or the challenges caused by the weak economy.

Although these challenges affected NESRA in 1991, our 50th Anniversary year proved to result in successful efforts to maintain membership levels, enhance and increase the level of available services, coordinate NESRA's most successful Annual Conference and Exhibit in Las Vegas, and continue to position the Association for the future while establishing a positive financial base.

The information which follows will outline our membership levels and audited financial results for the period ending 31-December-91. These results only prove to reinforce the theory that employee services and recreation programs, and your efforts to enhance the quality of life for the employees we serve, can be maintained and experience

significant growth during difficult and uncertain economic times.

Our success in 1991 is due to your efforts. In 1991, we have collectively made an important statement and contributed on a personal level to make a difference and enhance our corporation's number one asset...our fellow employees and their families. I commend you on your efforts and dedication to our profession, and support of the National Employee Services and Recreation Association.

Should you require any further information or have any questions, please don't hesitate to contact me.

Sincerely,

*Scott R. Baker*

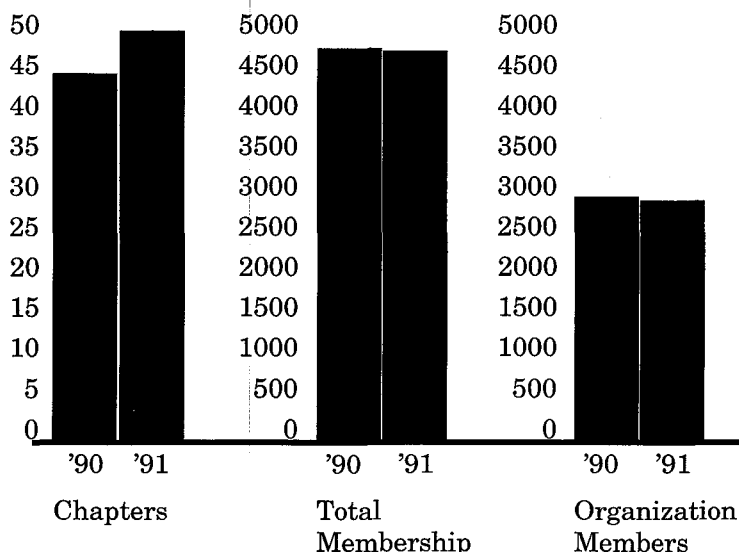
Scott R. Baker, CESRA  
President

## Membership Report

NESRA experienced a flat membership growth pattern in 1991. NESRA's total membership remained constant over the previous year at 4,622 while the number of organization members decreased to 2,764. This was a net loss of seven members over 1991.

During the year, four new chapters were chartered which brought the number of NESRA chapters up to 47. These four new chapters were NESRA Niagara Frontier in Buffalo, New York; North Carolina Triangle Chapter of NESRA in Research Triangle Park, North Carolina; River City NESRA in Louisville, Kentucky; Utah Employee Services and Recreation Association in Salt Lake City, Utah.

### Membership Development Chart



# 1991 Annual Report

## STATEMENT OF ASSETS, LIABILITIES AND FUND BALANCE DECEMBER, 1991 AND 1990 AUDITED

|                                     | 1991             | 1990             |
|-------------------------------------|------------------|------------------|
| <b>ASSETS</b>                       |                  |                  |
| <b>CURRENT ASSETS</b>               |                  |                  |
| Cash                                | \$227,692        | \$142,984        |
| Accounts Receivable                 | 12,832           | 22,389           |
| Interest Receivable                 | —                | 1,753            |
| Prepaid Expenses                    | 18,776           | 28,320           |
| <b>TOTAL CURRENT ASSETS</b>         | <b>\$259,300</b> | <b>\$195,446</b> |
| <b>FIXED ASSETS</b>                 |                  |                  |
| Equipment                           | \$ 41,696        | \$ 33,382        |
| Less: Accumulated Depreciation      | ( 17,152 )       | ( 9,468 )        |
| <b>NET FIXED ASSETS</b>             | <b>\$ 24,544</b> | <b>\$ 23,914</b> |
| <b>OTHER ASSETS</b>                 |                  |                  |
| Security Deposit                    | 1,200            | 1,200            |
| <b>TOTAL ASSETS</b>                 | <b>\$285,044</b> | <b>\$220,560</b> |
| <b>LIABILITIES AND FUND BALANCE</b> |                  |                  |
| <b>CURRENT LIABILITIES</b>          |                  |                  |
| Accounts Payable                    | \$ 16,242        | \$ 2,699         |
| Accrued Expenses                    | 4,165            | 3,160            |
| Deferred Income                     | 143,315          | 148,442          |
| <b>TOTAL CURRENT LIABILITIES</b>    | <b>\$163,722</b> | <b>\$154,301</b> |
| <b>MEMBERSHIP EQUITY</b>            |                  | <b>\$123,322</b> |

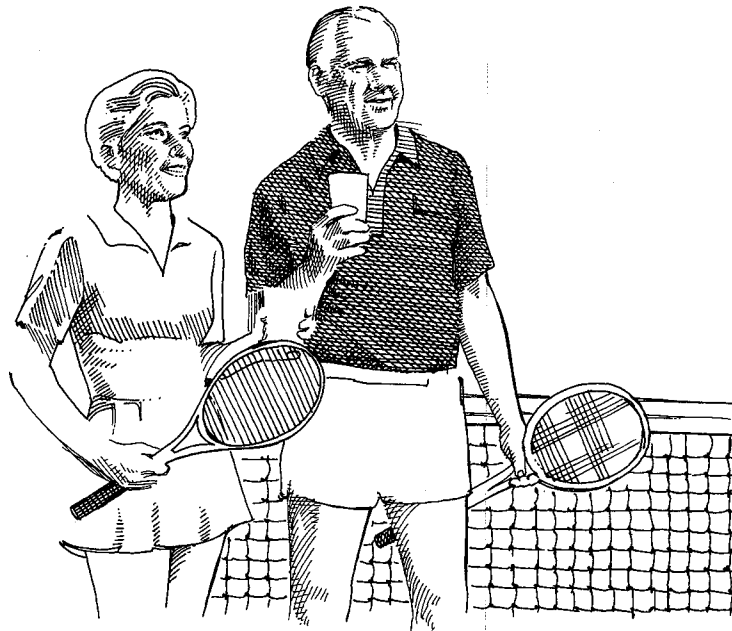
## STATEMENT OF REVENUE AND EXPENSE DECEMBER, 1991 AND 1990 AUDITED

|                                                   | 1991              | 1990             |
|---------------------------------------------------|-------------------|------------------|
| REVENUES                                          | \$784,692         | \$628,179        |
| EXPENSES                                          | 727,629           | 619,974          |
| EXCESS OF<br>REVENUES<br>OVER (UNDER)<br>EXPENSES | \$ 57,063         | \$ 8,205         |
| FUND BALANCE<br>Beginning of Year                 | 66,259            | 58,054           |
| FUND BALANCE<br>End of Year                       | <u>\$ 123,322</u> | <u>\$ 66,259</u> |

## NESRA EDUCATION AND RESEARCH FOUNDATION 1991 FINANCIAL STATEMENT

|                                                   |                  |
|---------------------------------------------------|------------------|
| REVENUES                                          | \$ 11,537        |
| EXPENSES                                          | 8,616            |
| EXCESS OF<br>REVENUES<br>OVER (UNDER)<br>EXPENSES | \$ 2,921         |
| NET EQUITY<br>1/1/91                              | 31,995           |
| PLUS: EXCESS<br>OR DEFICIT (-)                    | 2,921            |
| NET EQUITY<br>12/31/90                            | <u>\$ 34,916</u> |

# Programming for Today's Active Retirees



*Today's retirees have traded in their rocking chairs for bicycles and tennis racquets. They are younger than retirees of the past and they have more ambition and more interests.*

*Read how a retiree program can meet their needs.*

by Dorothy Kelly

**F**or many people, life takes on a new beginning after retirement. Finally, one has leisure for activities that were put on hold during the days of nine-to-five. Now is the time to take those long-planned-for vacations, really get to know the grandchildren, and pursue rewarding volunteer work.

Although this is not always the case, life for the average retiree offers new, exciting opportunities—and most important—the time to enjoy them. This fact was corroborated in a study cited in an earlier article in *Employee Services Management*. ("Leisure: Why Don't We Feel Like We're Relaxing?" May/June '91) which found men and women aged 51 and older have gained the most free time in the past two decades.

These seniors have traded in rocking chairs for bicycles and tennis rackets. They're living longer, more

active lives, and consequently, have become an influential group within their communities. Companies cannot afford to ignore them simply because they are no longer active employees. To do so would be to disregard a potent resource that can benefit the company in many ways. BankAmerica Corporation has long understood the value of its retirees. It makes an effort to communicate with them, organize special activities for them, and in general, find ways to enhance their lives.

Is it worth it? You bet! According to Alex Reyes, manager of BankAmerica's Employee Programs, retirees make excellent goodwill ambassadors. "Many have stayed with the company most of their lives and continue to be loyal to the company," he says. "We see them as a growing economic force with special needs and interests from whom we can seek advice and support."

## Meeting Many Needs

Part of this symbiotic relationship Reyes speaks of stems from a long-standing sense of family fostered by the company's founder, A.P. Giannini. Even after retirement, employees continue to feel a connection with the bank and an interest in its operations. The BankAmerica Retiree Club, organized in 1979, supports this interest, bringing retirees into a cohesive group that can easily keep in touch with the bank.

Equally important, the club offers members a way to keep up old friendships and make new ones. "Through the retiree club, you get the inside story of what's going on at the bank," says Retiree Advisory Board member, Betty Montgomery. "It also gives retirees who live alone someone to call on when they need help or advice."

Alex Reyes manages the Retiree Club and serves as a liaison between retirees and the bank. In this role, he develops the entire program for the club nationwide, and oversees all communications with retirees. Every 18 months, he organizes a bank-sponsored luncheon for each club chapter and provides guest speakers upon request.

In addition, most chapters hold luncheon meetings every month or so, and plan special events for members. Some chapters have over a dozen outings annually, with picnics, live entertainment, and excursions to nearby attractions. Last year one chapter traveled to Hawaii. Next year, it goes to the Rose Bowl.

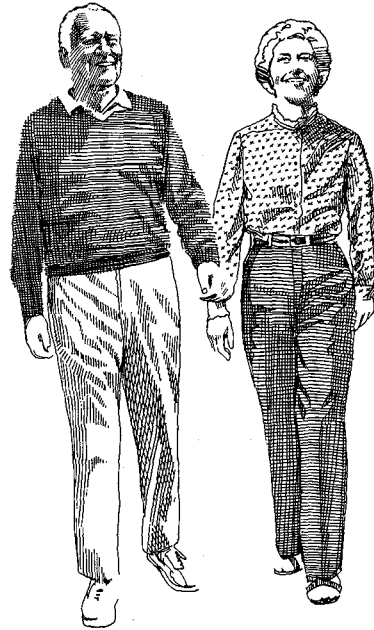
The success and smooth running of the chapters is partially due to the training their presidents receive before taking office. Each year, Employee Programs stages a Presidents' Meeting at which incumbent presidents, the Retiree Advisory Board, and other senior retired officers sit down to address retiree problems and brush up on leadership skills.

## Anticipating Growth Surge

Until recently, the BankAmerica Retiree Club contained 36 chapters with a total of 11,500 members. The bank's merger with Security Pacific last April bumped up the population to 18,400 and is expected to add several chapters in Arizona, Nevada, Oregon and Texas.

To accommodate this surge in enrollment, it was necessary for Employee Programs to develop a plan of action. This involved opening chapters in new states where Security Pacific has a presence, and sending messages to retirees from both Security Pacific and Bank of America. The bank also published a brochure for Security Pacific retirees about their new benefits, and put out a special "merger issue" of the Retiree Newsletter. To help set policies accommodating the new members,

Reyes added senior retiree executives from Security Pacific to the BankAmerica Retiree Advisory Board. In addition to the Retiree Club, all retirees, as well as active employees, automatically belong to the BankAmerica Club. They are invited to bank-sponsored events and holiday parties, and are eligible for discounts on theater and theme park tickets, film production studio tours, and travel cruises.



## Retirees are Travelers

Travel is an important part of the lives of many retirees, and those from BankAmerica seem always to be on the road. Many own RVs and take them on long trips across the country. They also enjoy tours at discounted prices organized by the club's tour coordinator. A safari to Kenya and a Mediterranean cruise, as well as more moderately-priced excursions, are on the agenda this year. In addition, a travel vendor makes discounted tours and cruises available to BankAmerica retirees. "You get good prices with our group travel and have the fun of traveling with people you know," says retiree George Skoglund, a frequent sojourner.

All of these trips are publicized through flyers mailed to retirees' homes and in the quarterly Retiree Newsletter, a major link between retirees and the bank. The newsletter features information about benefits, financial matters, volunteer activities, health issues and chapter news. A recent issue informed readers of the annual retiree reunion, this year a combination golf tournament and excursion to Sequoia National Park.

To further communication between the bank and its retirees, Reyes sends chapter presidents a monthly letter informing them of upcoming events and special ticket prices for various types of entertainment. He also meets periodically with the Retiree Advisory Board to review

an agenda of items. The board in turn relates this information to retirees at chapter meetings.

"It's a challenge for me to meet with these folks on the Advisory Board because they're always traveling," notes Reyes. "Even when participating in an organized event, retirees tend to have their own agenda. When you're planning an event for them, it's wise to arrange plenty of lead time."

Troubleshooting for retirees with problems is another of Reyes' functions. For example, the wife of a 94-year-old retiree discovered her husband had signed away their health coverage under the mistaken impression their new retirement community would cover all such needs. In a panic, she called a board member relating how she had gone to the hospital for treatment and was turned away. "Based on misrepresentation and the fact that the man is legally blind, we were able to reinstate their health care," says Reyes.

Health is a major concern for seniors and the bank seeks to address it. Through forms occasionally published in the newsletter, or by contacting the bank's Corporate Health Programs directly, retirees can order publications on a wide variety of health topics free or at discounted prices.

To help make retiree life a little more convenient, the bank recently published the booklet, "Tips for Good Living," mailed free to every retiree. It contains articles from past issues of the Retiree Newsletter and an extensive resource appendix on subjects ranging from how to find a nursing home to special tours for grandparents and their grandchildren.

## Retirees as Volunteers

Many BankAmerica retirees spend a significant part of their lives working for good causes. "Volunteerism is probably one of the greatest assets our country has today in corporate America, and retirees are ideal resources," says Reyes. Retiree chapters can work with TeamAmerica, a referral service in the bank for groups interested in volunteering for nonprofit agencies. On the other hand, some retirees prefer to volunteer on their own. This could be anything from hospital work and tutoring adults in reading, to gathering materials to recycle, and working as nature guides and museum docents.

Eighty-two year-old Lou Ferrero is probably one of the busiest retirees in the San Francisco Bay Area, with volunteer posts on councils for aging and a dozen other committees. He insists the work keeps him young, explaining, "I'm afraid if I stop using my brains, I won't have any left."

Other BankAmerica retirees keep busy with new careers, following a trend that indicates we'll soon see



one-fourth of our present workforce holding jobs after retirement. For some retirees this is the chance to do exactly the kind of work they want to do. BankAmerica retiree Ken Cedarquist and his wife, Lillian, are seizing this opportunity. They now put on puppet shows for children full time since Ken left the bank. "It helps to keep us young and gives us a good feeling knowing we can make youngsters laugh," says Ken.

For couples like Gene and Anita Brower, retirement meant literally a new life in a new place. They traded their home in the San Francisco Bay Area for two acres near a tiny town in Montana where they spend their time fly fishing, gardening, and making furniture. "My only goal at this point is to keep enjoying life as much as I do now," says Gene.

Still other retirees from the bank involve themselves with consuming hobbies. Making delicate ceramic figurines helps to fill Sue Layfield's active days. She donates some of her ceramic figures to local organizations for raffle prizes. Summing up the typical lifestyle of today's retiree, she observes: "The thing about retirement is that there's never enough time to do everything."

## Conclusion

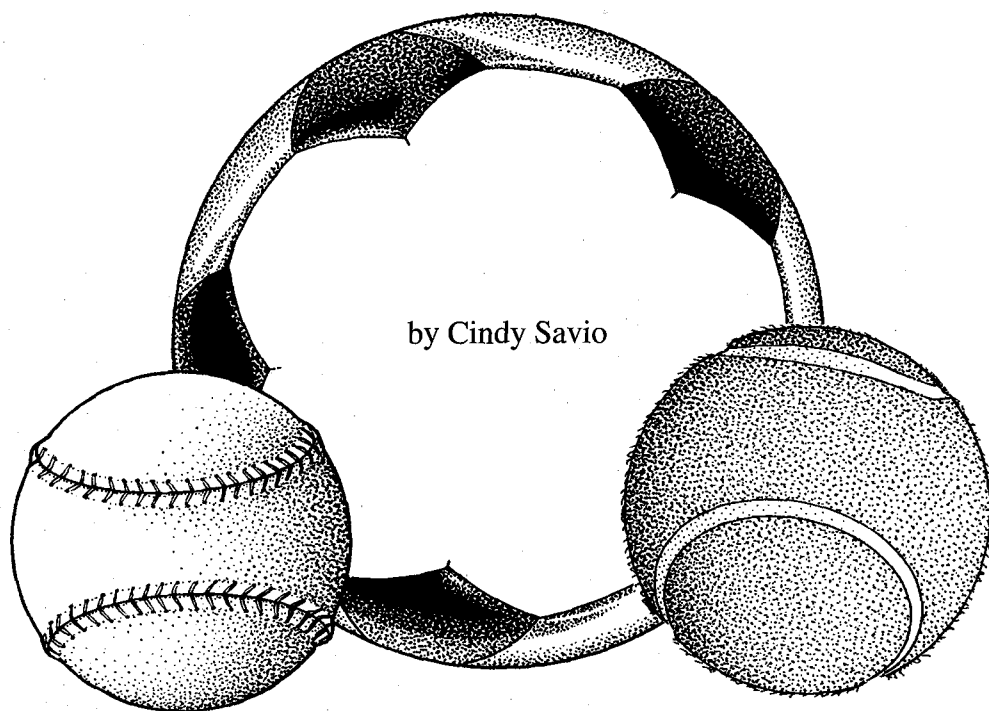
Such active people will always find ways to make their lives full and satisfying. But if companies like BankAmerica can provide a focal point from which to operate and where one can enjoy the camaraderie of peers, retirees can enhance their retirement and companies can expand their resources.



*Consultant for BankAmerica, Kelly is a freelance writer specializing in writing for corporate clients and gives a workshop on writing for corporations with special emphasis on retirees and management.*

# Sports Spectacular

*Read about the latest trends in sporting goods*



by Cindy Savio

**I**n these tough economic times with so many companies experiencing layoffs or closings, employees are working harder than ever to hold on to their jobs. While employers appreciate, and some even expect, the extra efforts, they also realize the stress this driving attitude places upon their employees. They are looking for ways to help alleviate some of this stress.

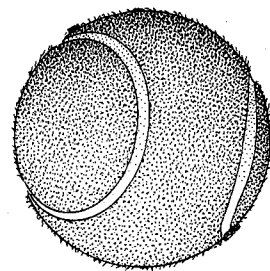
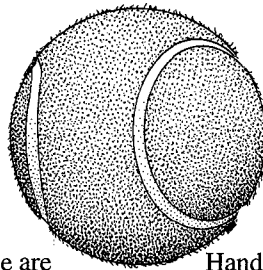
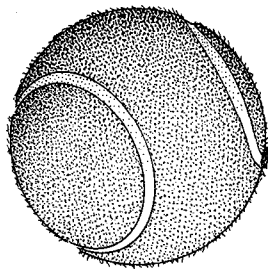
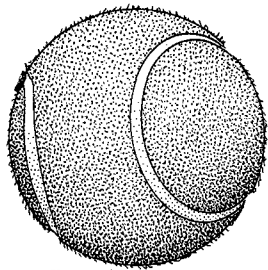
It's no surprise that recreational

activities are a great stress reliever. To that end, many companies are forming employee sports team activities or offering employees the opportunity to participate in other sports related activities.

Some of the hottest sports activities today are softball, volleyball, tennis, swimming and soccer. Following are some of the hottest new products available in these categories.

## Tennis

A tennis trainer allows one or two people to practice or learn tennis without a partner, backboard or tennis court. The unit adjusts for any skill level and can be set up anywhere. This training aid has a 7-foot cord that extends one-half the length of a tennis court, which simulates a real tennis match. Weighing 4 lbs. and small enough to



fit inside a racket cover, it is ideal for travel. The unit comes fully assembled and includes a spare cord.

A full oversized, medium-flex tennis racket designed for the recreational to advanced player, offers additional control because of its 117 square-inch frame. According to its manufacturer, this racket is great for doubles or older players looking for control, but not overly concerned with power. The racket, made of 100 percent continuous graphite, has an elliptical shaped head and a shock suppression system.

A new tennis string reportedly increases a player's ability to spin the ball. Spin is enhanced by the main strings, which are composed of two tightly woven spiral filaments wrapped around the outside of a high-quality synthetic gut core. The crosses provide a resilient string bed for the mains and lock the spin string in place, reducing movement and vibration. The spin string is said to be as easy to string as a conventional string. It is designed for intermediate to professional level player.

## Volleyball

Multipurpose net system for volleyball, badminton and tennis has no stakes or tie-downs for portability and ease of use. Using the cantilever principle, the unit is supported by two chains anchored to an attached horizontal member. Formed weights, which hold sand or water, and a stabilizing foot complete the package. The indoor/outdoor system sets up in five minutes. Set includes regulation height standards, volleyball net and weight container.

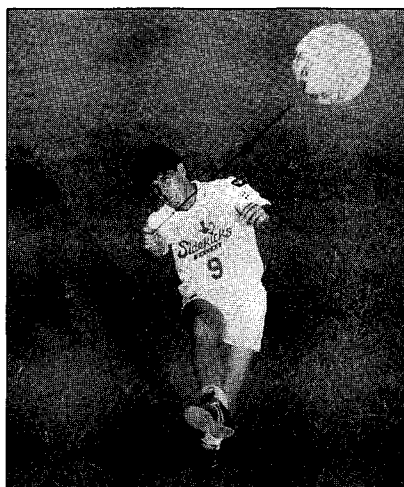
A portable volleyball system uses a specially engineered ground sleeve anchor and is easily removable.

Hazardous guy wire/rope are eliminated, making set-up quick and simple. The poles slide over the anchors and the net is tightened between the poles. Tightening the net is practical and superior. It sets up beautifully on sand or grass and remains erect sustaining a tight net until it's dismantled.

A precision hand-stitched beach volleyball is available in two color combinations. Designed in jungle patterns, the volleyball is available in optic green with a black jungle pattern and yellow with a black jungle pattern.

## Soccer

A soccer training device allows players to practice anywhere and anytime without ever chasing the ball. The device is a nylon fluorescent net attached to a nylon cord with a patented locking system that allows the unit to adjust to any age or any size player. A ball is slipped into the nylon net. The player then grabs the handle and can practice kicking, heading, dribbling, shooting, passing, heeling, chipping, volleying and more.



Hand-stitched soccer balls resemble wild animals in their coloring and patterns. Representing rare and endangered animals found in the savannas of Africa and in the jungles of Asia, the balls are styled after and bear the names of Cheetah, Zebra, Tiger, Leopard and Black Panther. The balls are available as World class, Play class and Toy class.

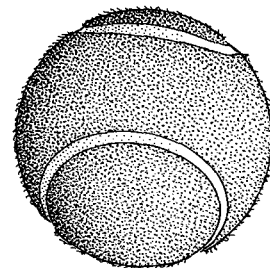
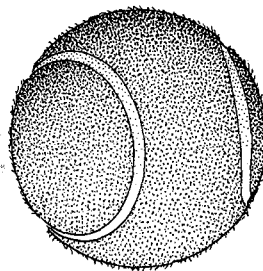
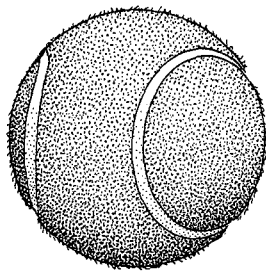
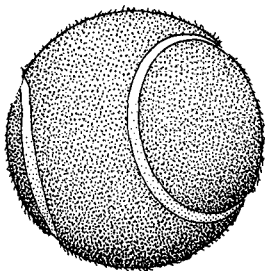
Soccer shoes which repel water are designed with an upper of full-grain, water repellent calfskin. The shoes feature a Flex footboard with a rubber insert in the metatarsal area. A 3-mm "toe protection lip" protects the outsole against toe delamination. A lightly padded tongue is said to enhance ball contact and feel. The water-repellent shoes are designed for soccer players of all ages.

An official 8 foot x 24 foot World Cup soccer goal is now available. Made of aluminum, the goal features crossbar and front posts which have net railing and are 4 3/8-inches in diameter with a 3/16-inch thick wall. Back net posts for attaching the net are included.

## Softball

A new coaching aid designed to develop the proper mechanics of fielding and releasing the ball is made of a tough high-tech plastic shell with a foam pad. A unique strap design allows a perfect fit for any size hand-for either right-or left-handed fielders. The glove is said to improve any ballplayer's ability to field a ball correctly, making this product ideal for players and coaches at all levels of play.

A field organizer unit carries up to six bats on the outside and houses 10 softballs in a gravity-feed locking dispenser. Included is a detachable



equipment pack to hold shin guards, chest protector, first-aid kit, clipboard, sunglasses and keys. Both field organizer and pack hang on dugout fences. The polyethylene unit weighs eight pounds. It's 22-1/2 inches wide, five inches deep and 16 inches high.

A graphite composite, end loaded softball bat is available. Because graphite is a lightweight material, it allows for more of the weight of the bat to be placed where players need it most-at the end. End loading provides players with increased swing speed, greater distance and control. The bat is 34 inches long, has a barrel diameter of 2-1/4 inches and is available in a variety of weights-28 oz., 30 oz., 32 oz., 34 oz. and 36 oz. Designed for 12-inch and 16-inch softball, the new series of bats are color coded to aid players in choosing the correct weight before stepping up to the plate.

A softball glove features a shock-absorbent leather encased sorbothane outer palm pad designed to help deaden softballs on impact and to provide extra palm protection. The 13-inch glove also features a textured leather back and a single vertical bar web.

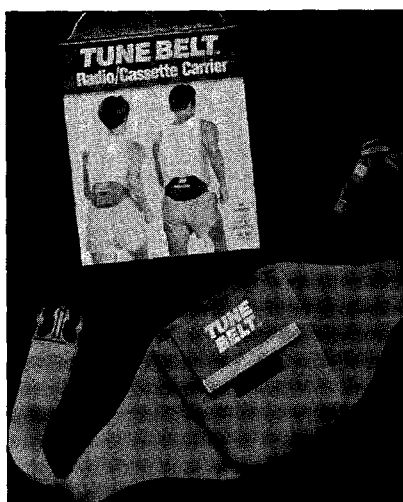
## Racquetball

A super oversize racquetball racket with a hitting surface of 113 square inches is designed for maximum power. The racket is constructed of 100 percent high-modular graphite, making it extremely powerful, yet still offers the feel and control. Available in two lengths - 21-inch or 21-7/8-inch - the racket comes traditionally strung, but owners also have the option to choose a double-main string pattern, said to provide

more power and control. Another feature is the tapered cross section for maximum stiffness and durability and a shock suppression system to simulate vibration.

## Swimming

A waterproof carrying belt protects radios and cassette players even when submersed in water. Earplugs are said to provide high-fidelity sound. The nylon web belt adjusts for universal fit. A clear PVC front provides visibility and easy operation of controls. The belt also protects radios and cassette players against dust or sand.



Coast Guard-approved flotation swim suit for children has the foam built into the body of the suit. Streamlined design and one-piece construction allow children to swim and play without restriction. Sizes fit children weighing 20-70 lbs. There are a variety of styles and colors from which to choose. Custom silk screening is available.

An in-water upper body fitness training aid is designed to help build upper body strength, and improve a

swimmer's endurance and stroke efficiency. As a conditioning tool, these inflatable gloves increase water resistance, thereby increasing the energy caloric consumption of swimming activities by 18-25 percent. The increased resistance also increases upper body strength giving "weight room" benefits.

A waterproof ring lap counter doesn't interrupt a swimmer's stroke because it is worn on the index finger and operated with the thumb. The device is designed to count up to 99 laps, then start over. The lap counter also keeps track of the time it takes to do all or part of a workout, tells which lap was a swimmer's fastest and how fast it was, and will also compute average lap time.

## Conclusion

There's a variety of new products available to add excitement to all types of sports. This article highlighted a few of the most innovative products. Not only do these items make sports participation more fun, some also enhance the participant's skills. Sample a few of these items for yourself.



*Cindy Savio is the Publications Manager for the National Sporting Goods Association (NSGA) and Managing Editor of NSGA Retail Focus, the official monthly publication of NSGA.*

# Entertaining New Ideas NESRA's 51st Annual Conference and Exhibit

*by Karen G. Beagley*

Nashville, Tennessee was the recent site of NESRA's 51st Annual Conference and Exhibit, "Entertaining New Ideas."

Exchanging, sharing and learning new ideas about the Employee Services and Recreation field was the main theme of the April 1-5, 1992 conference at The Opryland Hotel.

From the moment you walked into the hotel and got a view of the beautiful Cascades Atrium with the harpist serenading, you realized it was going to be the perfect environment to come away with new ideas. And attendees did get treated to a myriad of new ideas to take back with them to their workplaces.

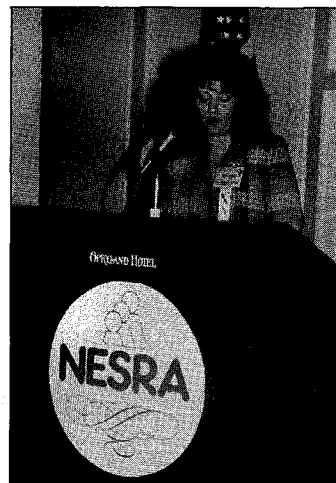
Sessions were held on getting the monkey off your back at work, children's events on a shoestring, creativity in newsletters, applying computer technology to employee services and recreation, problem solving in recreation and leisure services, special event planning, the lure of desktop publishing, fitness for the aging workforce, taking charge of your life, integrating employee services and recreation into community services, high impact

people skills, retiree services and the financial impact of wellness programs.

Attendees had the opportunity for plenty of discussions during the many concurrent workshops. Workshops were broken into special interest groups by number of employees to discuss programs and issues of interest to those in attendance. Chapter leadership workshops were held to discuss leadership ethics, training and recruiting.

Those interested in the latest information concerning employee stores were treated to a host of informative sessions geared especially toward them. Discussions were held to share experiences and learn new ideas for the employee store. Topics discussed included catalog sales programs, computers, financial management, how to evaluate vendors, and measuring your store's success.

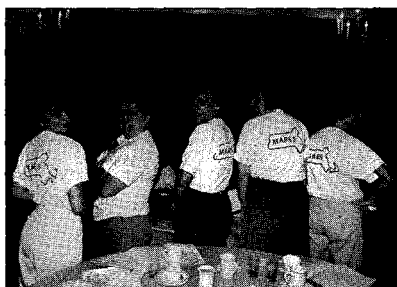
Even the record cold weather Nashville experienced while NESRA was there didn't put a damper on Thursday evening's entertainment. Escorted over to Opryland U.S.A.,



*Mochell Hughes, conference chair, welcomes NESRA members to Nashville.*



*NESRA President Scott Baker presents NESRA Immediate Past President Bob Pindroh with an award for his service.*



Barbara Faso, Peg Horrigan, Joanne Haynie, Barbara Parmet and Joan Brothers proudly model their MARES chapter shirts.



Attendees listen attentively as a NESRA member from Japan shares her ideas on wellness education during a roundtable discussion facilitated by Anita Spoor.



NESRA President-Elect Dave Baker and his wife Carol, partake in lunch served in the Exhibit Hall.

## General Sessions

we were treated to an evening of southern cooking and country music. Some lucky and brave souls were invited from the audience to join the dancers on stage for a round of country dancing. Even though all the evening's event were moved indoors because of the cool weather, Opryland still managed to entertain us.

The President's Dinner/Dance honoring Bob Pindroh, CESRA, NESRA's immediate past president was held Saturday night in the Chattanooga/Memphis ballroom. After dinner, the band Hot Rox got nearly everyone off their feet and onto the dance floor. Remarks were made that this lively top 40 band was the best ever at the President's Dinner. An impromptu two-step dance instruction and line dancing seemed to draw even more dancers. The band played not only country music but just about all other kinds of music. They really followed the advice of "something for everyone."

If enough entertainment was not provided for those late-nighters, the Opryland Hotel offered several places to choose from. Jack Daniel's Saloon, Stage Door Lounge and Pickin' Parlor are just a few of the places NESRA members found hospitable.

The 51st Annual NESRA Conference and Exhibit was opened with an imaginative session by Hal Burrows, entitled, "The One Minute Manager Meets The Monkey." Burrows engaged the audience in a discussion covering the dilemma that management personnel could be faced with, carrying an extra workload created by other people's problems which are passed onto you (a monkey on your back).

Burrows vividly described how monkeys are obtained by subordinate imposed time which occurs "the minute a monkey executes a substantial leap from the back of the subordinate to the back of the boss, and it does not end until one of three things happen: The monkey starves to death (procrastination), the monkey is shot (assassination), or the monkey is returned to its proper owner for care."

On Friday, April 3rd, attendees were treated to a powerful, lively and entertaining session by Patricia Fripp, entitled, "Take Charge of Your Life." Fripp interspersed her talk with enthralling personal stories and engaging quotes.

She encouraged the audience not to let talk of a recession become a self-fulfilling prophecy. She explained that during these times it is more important than ever for your company to have a great reputation, be reliable, and have strong

relationships with your clients. All relationships have to be developed, maintained, and nurtured. Technology is important but it won't replace trust.

Fripp explained how to take charge of your life by differentiating yourself from your competition and thinking as an entrepreneurial. She stressed how important it is to make change positive and to embrace it—not to complain about it. "What you are is as important as what you do," reminded Fripp.

Saturday, April 4, NESRA members started the day off by attending a general brainstorming session, "Is It Time to Revise NESRA's Name?" Scott Baker, NESRA president explained the history of the decision to consider a name change and then an open discussion was held with the attendees. The audience members professionally expressed the pros and cons of changing NESRA's name to National Employee Services Association (NESA). The final outcome was discussed by Pat Stinson, NESRA executive director, in the Staff Side Column of the May/June 1992, *Employee Services Management* magazine.

The 51st Annual NESRA Conference and Exhibit concluded



*Some of those who received awards at the Management Luncheon got together for a group picture. Those pictured from left to right: (Back Row) Mike Tomlianovich, Pud Belek, Dave Baker, Loren Almeida, Greg Demko, Chris Wilsman, (Front Row) Karen Johnson, Dave Tyhosky, Carolyn Nichols, Angela Cerame, Betsy Long, Mary Edwards, Collette Morgan, Georgina Lehne, Joyce Schlosser, Helen Dalrymple.*

with an inspirational session presented by Michael Mercer, Ph.D., of The Mercer Group, entitled, "High Impact People Skills for Your Career Success."

Mercer shared the secret of career success: The effective use of high impact people skills. Mercer explained the six high impact people skills and how to maintain a positive mental attitude.

## Management Luncheon

At Friday afternoon's management luncheon, NESRA members honored 1992 Employer of the Year, Lawrence Perlman, president and chief executive officer, Control Data Corporation. Perlman thanked NESRA members on behalf of Control Data for the award.

He told the audience about Control Data's troubled past and how it has reshaped itself for the future. He commented, "But it is precisely when a company is in trouble that it must do the best it can to maintain and encourage employee programs. Because that is when people need the programs the most."

Few companies today can offer their employees job security in the same sense that our parents' generation had. For this new relationship between companies and employees, Perlman stressed that companies must provide every employee the opportunity to gain valuable work experience. "Employee services and recreation programs are an integral and essential part of creating a bridge between the old and new employee-employer relationships. These programs help improve the quality of employees' work and personal lives in a number of ways. Employees get extra buying power through

discounts and consumer education; learn to take responsibility for their own health by taking advantage of health screenings, nutrition education, and fitness programs; and enhance their sense of community and connectedness through participation in outings and recreational activities with their coworkers and managers."

The rate of change is going to go up, not down and with it the fortunes of companies and the employees will go up and down over time. Perlman concluded, "Troubled times are not an excuse for a company to put its part of the bargain with employees on hold. The personal development, mental and physical well being and quality of work life for its people are matters that business needs to pay attention to—every day."

Awards were also presented to the winners of the promotional contest, individual program, Eastwood and Chapter awards, and distinguished service award.

## Concurrent Sessions

NESRA members were treated to several sessions on ways to make their everyday jobs easier. During "The Lure of Desktop Publishing," Pud Belak, CESRA, M.D. Anderson Cancer Center, and Cynthia Helson, editor, *Employee Services Management*, entertained members while informing them of the advantages and disadvantages of using desktop publishing which need to be considered before a commitment to the system is made.

At the "Creativity in Newsletters" session, Rhonda Hontz from Dallas Texins Association showed attendees how their newsletter can be the backbone of their communication. She gave instructions on simplifying technical writing, tips on writing profiles and personality stories, and different software programs to check their writing.

NESRA members caught a glimpse into the latest computer technology offered by Apple Computer at Arnold Maler's session, "Applying Computer Technology to ES&R." Attendees saw the latest in computer software for fitness center registration, electronic bulletin boards and spreadsheets. The audience was impressed with the animation capabilities which can create bar graphs, talking memos and even videos.

"Problem Solving in Recreation and Leisure Services" held by Joe Bannon, Ph.D., held attendees' interest as he discussed problem-solving techniques. Bannon said, "Everyone has problems. Each stage of life brings new problems or changes that make it necessary to adjust previously made decisions. We are obligated to make up our minds on matters concerning home life, work, community activities, and even organizational and governmental issues."

"Integrating Employee Services and Recreation into Community Services," by Joan Morrison of UNISYS pointed out ways to get

your corporation involved in community affairs and school-education affairs. She discussed the benefits of getting involved.

There were many more sessions and workshops members had the opportunity to learn from and network with their peers. Besides entertaining new ideas, attendees' biggest reward was the chance to network.

## Health Track

Those NESRA members interested in the Health Track had quite a few sessions to choose from. Some of the highlights were the health/fitness roundtable discussion held on Thursday afternoon. These roundtable discussions were a great opportunity for NESRA members to learn from each other. Discussions on fitness classes explained what types of classes were the newest rage and how to promote these programs to your employees. In addition to aerobics classes, dance classes are becoming popular fitness alternatives.

The importance of nutrition education and promotion were discussed with members adding their

own versions. Wellness education covered areas such as skin and makeup, colors and health screening classes. The group was encouraged to know their audience and fit the educational classes to them.

"Fitness for The Aging Workforce" was covered during a session given by Jane Norstrom, M.A., Park Nicollet Medical Foundation. She urged attendees to promote fitness to the aging by presenting fitness in terms of contests. She advised attendees to keep the contests simple and educational.

"Making a Good Fitness Center Great" by Jeff Asmus treated attendees to all the special details needed to make a great fitness center. He talked about how important it was for the atmosphere of the fitness center to promote low stress. To do this, a center should be kept clean, easy to use and pleasantly decorated.

## Employee Store Track

During the Employee Store roundtable discussion, attendees discussed key elements to catalog sales. Vendors need to work with ES&R managers in offering a variety



*A panel of employee store experts consisting of (from left to right) Wallace Beach, Barbara Shaw, Charles Weill and Elizabeth Hirschkind, share their techniques for drawing customers into their stores.*



*Attendees stay after the employee store panel discussion to ask further questions and to collect handouts.*

of products to be presented in a catalog and, if possible, help with production by offering camera-ready art. ES&R managers have numerous avenues for distribution besides regular mail. Alternative forms of delivery offset postal costs. Try distributing catalogs with employee publications, displaying them on employee store counters and on food service tables.

In the session, "Is Your Customer Service Only Lip Service?" Kelly Hillier, Target Stores, advised store managers to not only rely on their staff's natural polite tendencies to administer effective customer service but to provide training in this area. Store employees need to know the history and value of the company, and they need to be recognized for good service.

Speakers Elizabeth Hirschkind, IBM Corporation, Charles Weill, Nabisco Brands, Inc. explained that the key to "Getting More Customers In the Door," is selling a variety of products and keeping a minimum inventory. Convenience items bring in repeat customers. Services such as dry-cleaning pick-up service and film processing are good additional ways to get customers to come in.

Other proven methods of attracting customers include offering gift certificates, wedding and baby gift registries, and monogrammed Tote products. Lighting and presentation

also has an impact on a person's decision to enter your store.


## Exhibit Hall

Attendees had plenty of opportunities to view and discuss the new products and programs with vendors during the exhibit hall hours. One hundred and fifty exhibitors displayed new employee services and programming ideas. Every type of product and service imaginable was in the Exhibit Hall: Sporting goods, resort properties, auto rentals, sportswear, convention and visitors' bureaus, discount programs, theme parks, family entertainment centers, employee store products and a whole lot more.

The exhibitors were very pleased with the quality of the NESRA market. "The Exhibit Hall was wonderful," said Greg Percival from Fannie May Candies. "I met a lot of people I've done business with over the phone. Meeting them face-to-face is a nice way to cement relationships." Percival was so impressed with the NESRA Exhibit, he vows, "Even if my budget restricts me to one show a year, I'll continue to come to the NESRA show—the benefits are tremendous."

Exhibitors also blended with delegates in the social functions and the educational sessions. "It was an excellent learning experience," says Roseann Kaus of Blackbird International. She added, "I learned about employee store operations, buyers' concerns and how to communicate with these buyers. It opened up a lot of different avenues for business." Exhibitors were on hand to discuss with attendees their products and services and provide information for attendees to take back to the office for later decision-making.

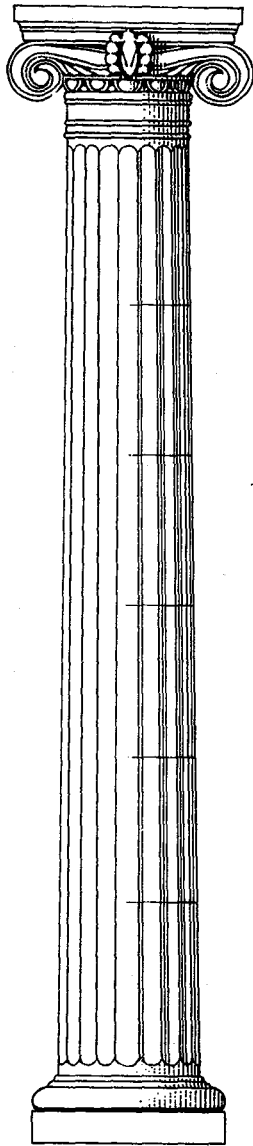
All in all, NESRA's 51st Annual Conference and Exhibit was a huge success. Attendees will be entertaining the new ideas they learned for a long time to come.

Remember to get ready for next year's conference, April 14-18, 1993 at Saddlebrook Resort, Tampa Bay's Great Golf and Tennis Resort. 



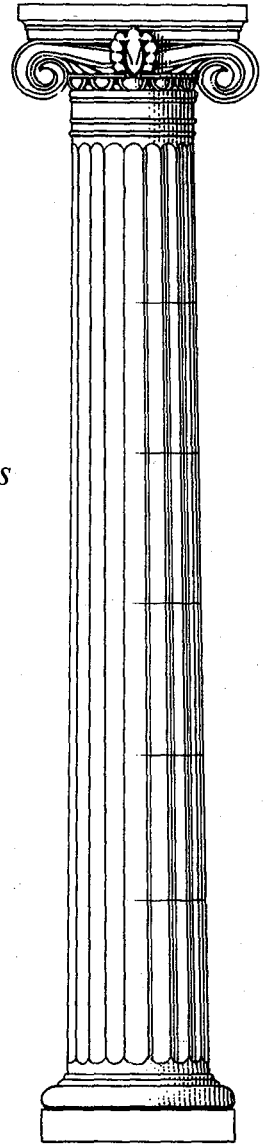
*Delegates traveled from booth to booth in the Exhibit Hall talking with exhibitors and gathering information to be used for future purchasing decisions.*

# Employee Assistance and Managed Care



*Refresh your knowledge of  
Employee Assistance Program structures  
and discover the emerging importance  
of managed care systems.*

by Richard E. Miller, Ed.D.



**J**ust when it seemed safe to enter the waters, a new ripple has surfaced in employee assistance programs (EAPs). Practically all major EAP providers have added managed mental health care to their menu of services. Also known as managed behavioral health care, it amounts to monitoring employees' benefit use through preadmission and continued stay certification, case management, and utilization review. Do these terms sound familiar? If no, then it's time for a lesson on managed care and today's EAPs (see Managed Care Terms to Know).

In recent times, employee services specialists have gained interest and involvement in EAPs. The NESRA Market Survey, for instance, included EAP as one of the studied services. Approximately 57 percent of the respondents indicated having an EAP in their work

organization (see *Employee Services Management*, February, 1992). Accordingly, considerable crosstalk has been taking place between the two disciplines. Employee assistance specialists are intrigued by the significance of leisure time and the many constructive outlets represented by employee services. Employee services specialists, on the other hand, have been intently examining their expanding role in the company's provision of employee assistance. Therefore, this article will not only serve as a refresher on the purpose, structure and function of EAPs, but also it will alert employee services specialists of the emergence of managed care systems.

EAPs came forth in the 1970s, and later received a major boost from the Drug-Free Workplace Act of 1988 (Public Law 100-690) which specified that work organizations should have an EAP. Present day EAPs

address a spectrum of employee behavioral health problems in addition to alcoholism and chemical dependence such as interpersonal (family and marital) problems, emotional disorders, and legal/financial matters. One work organization's EAP is likely to be constructed and operated differently than another's program. Some EAPs act as a resource and referral service by having clients make telephone contact and receive professional advisement about available resources in the community. Other programs offer assessment on-site and referral to specialized care off-site. Work organizations design their programs to be either in-house, meaning that the EAP specialist is a hired employee of the company, or provider-based, in which EAP responsibilities are contracted from a private firm. As more companies contract EAP providers, they are exposed to the added complexity of managed mental health care.

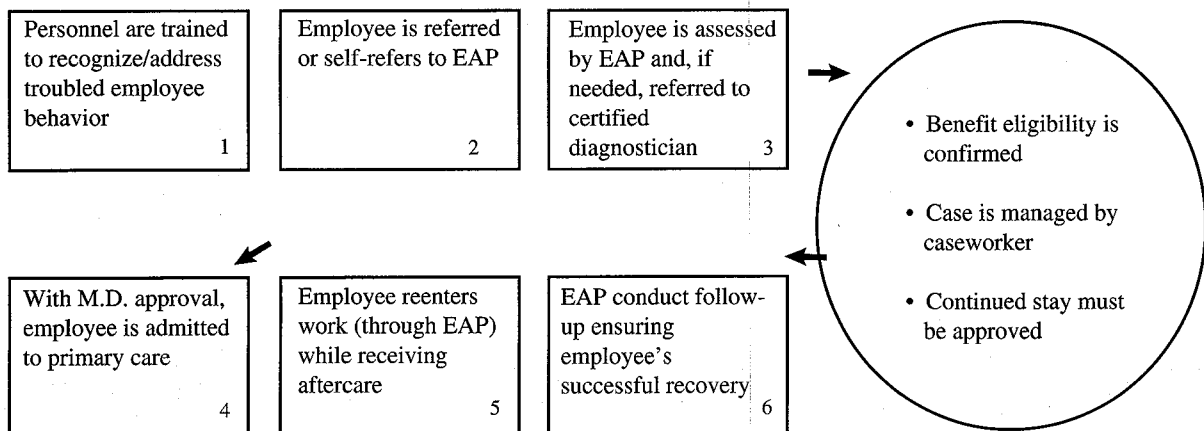
## EAP Action and Managed Care

Whether in-house or provider-based, employee programs of assistance function on the theme of EAP Action—a familiar expression to those *Employee Services Management* readers who were first introduced to it a couple of years ago (see *ESM*, September, 1990). EAP Action can be seen in six steps during which employees learn to use an EAP as a source of behavioral health assessment, short-term counseling and referral to additional health care resources. Well-positioned in this arrangement is managed care—smack dab in the middle

of the action. Therefore, the EAP operates on the front end as a proactive, client advocate (see Steps 1, 2, 3 of chart below). Managed care contains costs by monitoring benefit eligibility and utilization and any continued stay. And the EAP follows up (Steps 4, 5, 6) on the employee after treatment, making sure s/he reenters the worksite smoothly and recovers successfully.

Herein is a scenario that better describes the intricacies of managed mental health care within EAP Action. Imagine that a company (client organization) has contracted both EAP and managed care services from a private firm. An employee from the client organization seeks assistance from the externally contracted EAP by dialing an "800" telephone number. The EAP answers by determining the employee should make personal contact with an EAP specialist at a local affiliate EAP agency. After two to five EAP assessment/counseling sessions, a decision is made by the EAP specialist at the agency for the employee to be referred to a preferred primary care provider (e.g., chemical dependency treatment center). However, the EAP specialist (working with the employee's personal care physician) needs to secure authorization through the company's managed care system prior to referral. Authorization is based on the employee's benefit eligibility (whether s/he is a member of an indemnity insurance plan, health maintenance or preferred provider organization), nature of the claim (the behavioral health problem) as well as the review criteria agreed upon by the client organization, EAP/managed care firm, insurance carrier, and members of a network of preferred health care providers. After the client has been referred to and received care, the EAP specialist at the local agency assists the recovering employee in job reentry.

## EAP Action and Managed Health Care System



## Managed Care Terms to Know

*Here are some definitions, according to Monica E. Oss, a behavioral health care industry analyst:*

**Case management:** This is a general expression for managed care activities beginning with preadmission certification and possibly including family counseling services, arrangements for aftercare services, and discharge planning efforts. In actuality, it is the monitoring of providers' adherence to mutually agreed upon criteria of benefit eligible care.

**Continued stay certification:** Similar to preadmission certification, this activity only takes place if the provider prescribes additional days in an inpatient or outpatient facility.

**Managed care:** This activity occurs when an intermediary party, other than the financing one, is interjected between the consumers and the health care providers they are trying to access.

**Preadmission certification:** This is a process (usually not voluntary) during which a beneficiary in a health plan generally calls a telephone number to get prior authorization before receiving medical/psychiatric services covered by an employer-sponsored insurance plan.

**Preferred provider organization (PPO):** A PPO is a private, collective interest of primary care providers offering discounted and fixed fee-for-service arrangements as well as other managed care provisions.

**Utilization review:** This is a retrospective process during which a company's benefit utilization is examined (e.g., counting the "number of bed days" used by beneficiaries).

## Major Firms

To obtain a clearer picture of the emergence of managed mental health care, this author surveyed major EAP/managed care firms regarding the types of services they contract with client work organizations. In the process, the following EAP/managed care professionals were consulted and asked to generate survey questions: Gary Fair, St. John Medical Center EAP Services (Tulsa, OK); Keith McClellan, MultiResource Center (Southfield, MI); Monica Oss, *Open Minds* Newsletter (Gettysburg, PA); and Marcie Lee Thomas, Director of Employee Health Services for Alameda County (Oakland, CA). This author also conferred with the Employee Assistance Professionals Association (EAPA) which has compiled an extensive checklist for assessing EAP provider characteristics, credibility, accountability, confidentiality, extent of service, access by client, staffing, managed care system, and costs.

During the survey, representatives of six major EAP providers were interviewed by telephone. Also, the author visually examined the EAP providers' marketing packages. With this in mind, some general observations are worth reporting since they have bearing on employee services specialists who are becoming more involved in the EAP at their place of work.

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### EAP/Managed Care Firms in Survey

*APC, Inc. (Oneonta, NY)*

*Assured Health Systems, Inc. (Boston, MA)*

*Human Affairs International, Inc. (Salt Lake City, UT)*

*Managed Health Network, Inc. (Los Angeles, CA)*

*PPC, Inc. (St. Louis, MO)*

*Robert T. Dorris Associates, Inc. (Agoura Hills, CA)*

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EAP/managed care firms are sophisticated in their marketing efforts. For example, APC, Inc. (Oneonta, NY) specializes in services to railroad companies and corporations having multiple sites of operation. Their average contract size for one year of EAP/managed care service is \$5-\$10,000. The firm operates in the typical fashion—EAP action in tandem with custom-designing managed care functions such as pre-certification, concurrent and continued stay reviews. APC, Inc. also manages an extensive network of preferred providers.

Assured Health Systems, Inc. (Boston, MA) is one of the larger EAP/managed care firms, having regional offices throughout the country. Their client list of 200 contracts includes many Fortune 500 companies. Like other EAP/managed care firms, they are capable of customizing services for small (50 employees) and large

(multinational) companies. Their average yearly contract size for Employee Assistance Programs/managed care is approximately \$40,000. The company places an emphasis on integrating cost-sensitive EAP and progressive managed care strategies. Even so, Assured Health Systems, Inc. operates similarly to other EAP/managed care firms.

Robert T. Dorris Associates, Inc. (Agoura Hills, CA) distinguishes itself by having "a more caring human factor to its services." They maintain about 70 contracts, mostly on the U.S. west coast, with the average size of \$22,000 for one year of EAP/managed care service. President Robert T. Dorris speaks out on his company's long history of providing EAP services and takes pride in applying that same quality to their managed care product line. R.T. Dorris Associates, Inc. appears to have a convincing message considering the respect they generate in the EAP/managed care field.

Human Affairs International, Inc. (Salt Lake City, UT) is one of the more well-known firms—in fact, it is the world's largest provider of EAP/managed care. HAI, Inc. was the first EAP firm to become a wholly owned, independently operated subsidiary of an insurance company. Since then, other major insurance companies have bought EAP/managed care firms. Human Affairs International, Inc. has an impressive list of about 600 contracts with the average arrangement costing the client company \$16,000 worth of EAP/managed care service per year.

Managed Health Network, Inc. (Los Angeles, CA) has contracts numbering 350 with the average priced at \$8,000 for one year's EAP/managed care service. Managed Health Network, Inc. is distinctive in its offering of at-risk products which could be priced as high as \$1.5 million for one year's service. Meaning that, they actually insure the behavioral health care benefit and collect the premium dollar. Of course, MHN, Inc. also sells EAP/managed care services throughout their 22 offices nationwide.

PPC, Inc. (St Louis, MO) is one of the other larger firms and maintains approximately 640 contracts yearly averaging \$35-40,000 worth of EAP/managed care service. Of course, similar to other EAP/managed care firms, PPC, Inc. effectively manages a large PPO in order to furnish cost-controlled care to clients. A distinguishing feature of this firm is their reliance on an elaborate management information system.

## Employee Services' Role

Are you one of many employee services specialists hearing the call for greater employee assistance involvement? If so, it is necessary to learn more about programming in workplace substance abuse, EAPs and managed care. The first step would be exploring the EAP at your place of work—from a personal benefit eligibility and a professional inquiry perspective. Also, it would be advisable to learn more about these services from their respective professional associations (see Learn More About.).

In most cases, the employee services specialist will act as an advisory committee member rather than an actual employee assistance program staff person. The committee should be composed of representatives from human resources, health services, management and labor. As employee assistance issues are addressed, an agenda item will inevitably surface—should the company invest in a combined EAP/a managed care system of service? While taking action, the committee needs to practice sound participative decision-making while identifying its customer requirements and communicating these requirements to prospective EAP/managed care bidders.

Responses to a series of questions need to be included in proposals from EAP/managed care firms. These questions, and many more, have been prepared by the Employee Assistance Professionals Association. Some examples:

- Is the contractor free-standing, affiliated with a treatment agency, insurance carrier, etc.? For instance, Human Affairs International, Inc. is connected to the Aetna Casualty and Life Corporation although the other surveyed EAP/managed care firms are free-standing.

- What kinds of client information (e.g., utilization reports) will be shared with the client company's EAP coordinator? Whereas all six firms in the survey provide utilization reports to their client companies, some such as PPC, Inc. excel in this service probably due to their sophisticated management information system.

- What assurances of client confidentiality (in compliance with law) does the contractor offer? All firms in this survey maintain the utmost standards of client confidentiality.

- Will the EAP have a narrow (just

*In most cases, the  
ES&R specialist will act  
as an advisory  
committee member  
of a committee  
composed of  
representatives from  
human resources, health  
services, management  
and labor.*


chemical dependency) or broad program focus (all personal difficulties, dependent care issues, etc.)? Each firm in the survey addressed a variety of employee troubled behaviors. Managed Health Network, Inc., as one prominent example, provides dependent care and legal services in addition to EAP/managed care.

- How will clients have access to services (by telephone only, at offices off-site)? All surveyed firms rely on "800" telephone service to assist employees in connecting to care. Human Affairs International, Inc. was one of the first firms to utilize this means of communication. Like other surveyed firms, HAI, Inc. has never allowed telephone service to act as a substitute for actual face-to-face contact.

- What are the qualifications of the EAP contractor's staff? Whether specializing in the kinds of clients organization (e.g., APC, Inc.) or operating extensive PPOs (e.g., Assured Health Systems, Inc.), all of the surveyed firms recruited staff who were certified employee assistance professionals and whose services meet programs standards established by the Employee Assistance Professionals Association.

Other questions can be posed to prospective EAP/managed care contractors. Will the firm assist the client company in policy development as well as internally marketing the program? Does the contractor have a preferred provider network? How are the providers screened prior to entering the network? How many short-term counseling sessions are available to the client? What is the contractor's fee structure: Fee for service or per diem?

## Conclusion

In light of the controversial claim that managed mental health care is really the equivalent of rationed health care, a company needs to soul-search their purpose for instituting this cost containment strategy. Like all vendor contracted services, the client company must realize the degree to which it will directly oversee the EAP/managed care function. Given the complexities of EAP/managed care system, some work organizations will require considerable time before they feel comfortable in negotiating contractual agreements with these firms. That is why it behooves employee services specialists to learn more about these kinds of services and then demonstrate that knowledge during advisory committee meetings. 

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*Richard E. Miller, Ed.D., formerly a corporate health manager, is an associate professor in the Department of Human Services, George Mason University, Fairfax, Virginia. He is an academic member of NESRA of the Greater Washington, DC area.*

## Learn More About...

- *Employee Assistance Programs (EAPs)*

Employee Assistance Professionals Association  
1800 N Fairfax Dr. #1001  
Arlington, VA 22203  
(703) 522-6272

Employee Assistance Society of North America  
2728 Phillips  
Berkeley, MI 48072  
(313) 545-3888

- *Workplace Substance Abuse Policy and Programming—Drug-Free Workplace Act of 1988*

To secure a copy of the Act, contact:  
House Document Room  
U.S. House of Representatives  
Second and D Street S.W.  
B 18  
Washington DC 20515  
(202) 225-3456 and asked for a "PL 100-690."

- *Drug Abuse Curriculum for Employee Assistance Program Professionals*

U.S. Department of Health and Human Service  
Office of Workplace Initiatives  
National Institute on Drug Abuse  
5600 Fishers Lane  
Rockville, MD 20857  
(301) 443-6014.

- *Managed Mental Health Care*

The Alliance of Employee Assistance Services, Inc.  
P.O. Box 12692  
Research Triangle Park, NC 27709  
(919) 941-5512

The National Managed Health Care Congress  
1000 Winter St.  
Suite 4000  
Waltham, MA 02154  
(617) 487-6700

Open Minds Newsletter—  
The Behavioral Health Analyst  
4465 Old Harrisburg Rd.  
Gettysburg, PA 17325  
(717) 334-1329

# Meeting Consumer Demand

*After listening to employees' suggestions, IBM opened the "At Your Service" convenience/logo store. Find out how they solicited employee suggestions and how they designed their store which offers among other things, gourmet foods.*

by Elizabeth Hirschkind

IBM has a "handle" on buying to meet consumer demand. A pilot program "At Your Service" convenience/logo store was opened at Franklin Lakes, New Jersey headquarters facility to replace the sundries shop. The pilot's goal was to respond to the dynamics of employee needs and concerns in today's evolving workplace. IBM believes that employees contribute more on the job if some of the stressful aspects of away-from-the-job living is reduced.

The goal of the store is to parallel IBM's Work Life Program which is geared to help employees balance their work and personal lives. The Work Life Program covers Child Referral Service, Employee Assistance Programs, Adoption Assistance, Special Care for Children and Work and Family seminars in "A Plan for Life" program. The on-site service-oriented store enables busy employees to purchase gifts and mail them, pick up a dinner to take home, buy stockings, toiletries, or a magazine. Items employees won't have to "rush out" for at lunchtime or have to stop for on the way home. This reduces the time they spend away from the premises during lunchtime and the time they spend away from their families after work.

## Discovering Consumer Demand

With a depressed retail market, all the indicators suggested employees and most consumers would be practicing "no frills" or "must-purchase" behaviors. This fact was supported by our employees when we conducted both informal surveys and a focus group which provided very candid input utilizing our Decision Support Center. This is a forum using six personal computers where the moderator asks questions and participants enter their candid opinions on the terminal which preserves anonymity. It is very effective in getting to the core of employees' purchasing desires.

This enabled us to strike at the product mix and pricing that would satisfy customers, and help us serve our customers. Then we began to search for a firm that could blend the demographics of the site, our corporate culture, and what employees "said" they wanted. We chose a firm called, Corporate Buying Merchandising Service in New York City and Westchester County. This firm selected products, recommended pricing, developed a merchandise mix and worked out the

details of our food service program.

One very significant factor is that our employees are always at their work location so the products had to change frequently. This is a very unique basic factor which is key to the store's success in generating sales and covering costs. Low volume buying and frequent change of product and skilled merchandising were key elements in our success equation.

After isolating what employees wanted, we offered quality name-brand products at fair prices. Feedback and surveys suggested our price points and our product selection were too urban for a suburban location.

When evaluating what will sell in your store, it's important to look beyond what your employees say they want and to evaluate what trends are taking place in your community. In our community, we found people were not selling their homes, but making minor decorating changes. The furniture market has been devastated in this recession as well as the real estate market. Consumers are less interested in big ticket items and have turned to small home decorations. We have enjoyed excellent sales in this. We offer Mikasa crystal, decorative pillows,

silk flower arrangements, prints, afghans, cookie jars, brassware, ceramics and tabletop accent pieces. Again, we focus on what the trends are in the retail industry and tailor that to our company store.

We listened to our customers and responded by targeting the areas of interest our employees suggested. Employees' requests were not all we expected. We were surprised they requested children's and infant gifts and giftware such as crystal pieces. Employees also suggested we carry leather products (wallets, attaches), books and broader but more basic logo apparel.

## Offerings

The store focuses on products that are attractive, reasonably priced and desired by employees. We offer products that are equally compatible for birthdays, get well, and special occasions. We also gift wrap as a free service and will mail items via UPS. This offers a great benefit to employees because they don't have to leave the premises to make a selection; we wrap the selection and bring it to the Post Office. Our focus is on convenience to our employees.

Our products address children, men and women, grandparents, coworkers, favorite aunt, teacher, etc. Our card selection is well received. Film developing and attractive picture frames and albums are available.

We also feature some gourmet foods and will design gift and theme baskets starting at \$10. The store offers baked goods which vary weekly from pies to specialty breads. Our customers have purchased many of these items. Our "Dinners For You" program offers fresh-made entrees or a selection of frozen



sauses, quiches and entrees. We feature chicken cutlets, spareribs and steaks for our employees to pick up on their way home. These products are offered through our food service staff on premises. At holiday time and for any occasion, we can accommodate catering requirements for our employees to take home.


In addition to appealing to employees' daily needs, our store offers seasonal promotions boosting team spirit as we promote baseball and football memorabilia. During our promotions we use bags of peanuts and background baseball music to set a festive mood.

The point again is balancing what the economy, lines of people's interests and needs are, and translating that into useful products they will purchase. With overall inflation and the recession of 1990-91, consumers are particularly wary of big ticket nonessential purchases.

## Conclusion

In summary, you need to provide a tasteful and inviting arena to display and merchandise your products. Displays need not be expensive but they must be attractive. Large or

small stores must develop a "look" or identity. The product mix will be predicated on your building population, the demographics of the building and the building's location to other retail establishments. Large or "vest pocket" size stores can achieve their goals if product mix and pricing are on target.

Innovation in retailing has and is imperative for survival. Continuing to do what you did yesterday, even if you are doing it well, will not be enough. Now, innovation on an ongoing basis will be the only strategy for survival and success. Talking to your customers frequently both formally and informally will keep you honest and targeted to high customer satisfaction. 

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*Elizabeth Hirschkind is manager, New Services for IBM Corporation. She is a member of NESRA and conducted a forum at our Annual Conference in Nashville. She is looking at several IBM sites throughout the U.S. to bring stores for its workforce to IBM buildings.*

# Aquatic Exercise Programs

*Your exercise program can be a splash if you target your participants and effectively use your swimming pool or the swimming pool you rent to offer fun and exciting aquatic exercise programs.*

by Ruth Sova, M.S.

Aquatic exercise has grown rapidly in the last few years and all indications point to continued growth. Organizations across the nation are using their pools for innovative programming. Those without pools are using community pools or renting facilities from other organizations to provide employees the aquatic programs they want. In order to meet the demand for more programs, employee services and recreation managers can offer new types of classes to satisfy the needs of their varied members. When choosing a new type of program to offer, here are some questions you need to answer:

1. What market segment will the program appeal to?
2. How does the pool lend itself to the type of program (i.e. water walking uses shallower water, deep water training uses a diving well, toning classes done at the edge of the pool require a smooth pool wall)?
3. Does the facility lend itself to the target market (i.e. Older adults sometimes need easy entry into the facility and ramps into the locker rooms and pool)?
4. Is the water temperature right for the program (i.e. arthritis and rehabilitation programs usually require warmer water)?

5. Is the facility convenient to the market segment?
6. Is a trained, certified instructor who can relate to the target segment available?
7. What is the pool schedule and the times the program will meet?
8. Is there any special equipment and storage available?

Many different types of programs can be offered. Definitions of some of the options are listed here. Programming can be further enhanced to meet members' specific needs by creating a class that includes a segment of several of the program types listed below.

### Program Options

**Water Walking:** Water walking is simply striding in waist to chest deep water at a pace fast enough to create the overload necessary for cardiorespiratory benefits. The type of stride used should be varied to ensure use of all the major muscle groups in the lower body.

**Shallow Water Jogging:** Shallow water jogging is much like water walking but done with leaping steps. Participants who jog in the water are pushing up and partially out of the water, and bouncing as they move

through the water as opposed to walkers who are striding with no bounce. Like the water walkers, joggers also vary the stride by moving backwards, forwards and sideways with heels kicking up behind, knees high in front, knees out to the sides, straight legs or jogging on toes or heels. Long slow strides should be varied with short fast strides.

**Water Aerobics:** Water aerobics include a wide variety of dance and calisthenic moves done in the water. Water aerobics can be a very basic program with extensive repetitions of kicks, jogs and kneelifts, or it can be a highly choreographed program combining intricate dance moves with calisthenic moves.

**Water Toning:** Water toning programs are created specifically for muscular endurance. Students work a specific muscle group with one move for 32-64 repetitions and then move on to another muscle group.

Upper body and lower body exercises are usually alternated, with middle body or trunk (obliques and abdominals) exercises interspersed throughout. Students usually stand at pool edge or are supported by buoyant devices during the class.

**Aquatic Strength Training:** Strength training in the water is a

program aimed specifically at body building. Actual weight lifting moves such as squats, bicep curls, knee extensions, and elbow presses are done in the pool during this workout. In order to attain muscular balance and reduce the risk of injuries, all major muscle groups should be strengthened during a workout.

**Aquatic Flexibility Training:** Flexibility training participants stretch different muscle groups to improve their long-term flexibility. Flexibility is an often ignored component of fitness. Flexibility training increases the range of motion in each of the joints by elongating the muscles that move the joint.

**Aqua Power Aerobics:** Aqua Power Aerobics combines cardiorespiratory conditioning (aerobics), strength training and muscle toning all in the aerobic portion of the workout. Exercises strengthen the muscles against the water's resistance while elevating the demand for oxygen. Many low impact type moves like lunges, squats, sidekicks can be used. The moves are done slowly and with control and power. Explosive muscle force is used in each move.

**Aquatic Sport Specific and Sports Conditioning Workouts:** Sport specific workouts are aerobic workouts that are designed to assist sports enthusiasts in developing the muscle strength and flexibility, and skills, agility, balance and coordination needed in their sport.

**Bench or Step Aquatics:** Bench or step workouts are aerobic workouts that mimic the Harvard Step Test for fitness testing. Rather than stepping up and down on a bench for one minute, the step workouts make up the entire aerobic portion of the class. Participants use stairs in the pool or weighted benches taken into the pool. They step up and down in a rhythmic fashion on the bench. Moving the

body vertically against gravity creates an intense aerobic workout that focuses on the lower body. The workout has several names such as step training, power bench workouts, and Step Reebok. It is a high intensity, low impact workout.

**Aquatic Interval Training:** Interval training is an exertive exercise program usually reserved for well conditioned athletes. The program can, however, be modified for less conditioned populations. Interval training simply means a workout that combines high intensity portions with moderate or low intensity segments.

**Deep Water Exercise:** This is any type of water exercise program done in the diving well of the pool or in water depth above the participant's head. It is a completely nonimpact workout. Deep water exercise usually falls into two categories: Running or exercise. Deep water running is simply running, using different strides, in deep water. Deep water exercise usually indicates a class that follows the format for an aerobic workout. Deep water exercise usually includes some deep water running. Deep water exercise can be added to any program for variety.


**Aquatic Circuit Training:** Circuit training is an aerobic workout that combines strength training and aerobic conditioning. It uses the aerobic and anaerobic energy systems. Circuit training takes place during the aerobic portion of a cardiorespiratory workout. Participants work one muscle group, usually with equipment, for 30-60 seconds, and then move to aerobics for 1-3 minutes. Following the aerobic interval, participants work another muscle group. This is continued until all major muscle groups are used.

**Aquatic Plyometric Training:** Plyometric training concepts can be used in water exercise. Plyometrics

has become popular as a training technique to improve power, speed and jumping abilities in athletes. Plyometrics involves a series of jumping, bouncing and hopping moves. The program begins with the easiest type of exercises (in place jumps) to the most demanding (bench jumps). Plyometrics is an anaerobic training program that is used by highly conditioned athletes whose sport involves power, speed or jumping. It can be incorporated into a water aerobics class for the well conditioned. Plyometric moves work well in Sport Specific Training, Circuit Training and Interval Training programs.

**Aquatic Therapy:** Aquatic therapy is a growing field and a very exciting part of aquatic exercise. Therapeutic work in the pool should only be provided by licensed caregivers. Aquatic therapy falls into three categories: Athletic rehabilitation which is for conditioned, healthy but injured adults; Chronic disease (arthritis, back problems, etc.) and surgery recovery or specific injury rehabilitation which is generally for deconditioned populations, disabled and handicapped populations.

## Conclusion

Using this information, you can use your pool, or the community pool, to offer appealing aquatic programs that offer a great fitness workout. People enjoy working out in the pool because the water offers a clean, pleasant experience that leaves them feeling refreshed. 

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*Ruth Sova, M.S., is founder of the Aquatic Exercise Association, an international association of aquatic professionals. She is certified by the Institute for Aerobic Research and gold certified by ACE (formerly IDEA).*

# Children's Events on a Shoestring

*One of the most important aspects of a family event is to create a better understanding of where Mom and Dad spend most of their time.*

by Collette Morgan

Sure family events bring the family together as a unit but how does a five-year-old feel when Dad has to travel for a week or Mom is late coming home because of work. Work becomes a "dirty" word, interfering with the child's life. Yet if a child remembers that work was the place where they saw Santa or hunted Easter eggs, then the dreaded workplace that keeps Mom or Dad away might not be so horrible. The following are tips for successful children's events on a "Shoe String Budget."

**Schedules :** Keep the event short and fast-paced. Two hours is plenty of time for a children's event. Bored children become wild and bored parents complain. For example, for a Halloween event: Plan one hour for trick or treating, games and photos; a half hour for entertainment; a half hour for a costume contest. The event will be quick, simple and full of fun.

**Always sell tickets to your events:** Free events can be mass disaster when you don't know if you will have 20 or 200 kids participating. Sell tickets to children and adults alike (parents may not take home treats, but they eat just as many cookies). Double-sided raffle tickets are inexpensive, and a useful type of ticket to sell for an event. You can

also make your own tickets through your company's printing services. Determine a cut-off date. Do not overcrowd the event by selling too many tickets.

**Refreshments:** Keep your refreshments simple. Children like junk food, so give them junk food. To purchase 20 gallons of punch, 100 dozen large cookies, popcorn, cups, napkins, and the popcorn machine rental for a Halloween event will cost about \$291 for 400 guests. For a switch at Christmas, serve hot chocolate and hot apple cider from 10 gallon coffee pots. This is inexpensive and festive for a holiday event. Note, if you plan an event during a mealtime, participants will expect a meal to be served.

**Entertainment:** This is a children's event and the entertainment should be geared to kids, but it always helps to have entertainment the parents will also enjoy. A quality 30-minute show is long enough for children and will cost \$200-\$500. The first place to look for quality entertainment should be your local NESRA chapter. NESRA vendors can help you locate your basic clowns, magicians, puppeteers and even the unique yo-yo artist, stiltwalkers, and animal rides with elephants and camels.

**Instant Photos:** For around \$213 you can provide 200 instant photos at your children's events. This activity is really for the parents. They love a souvenir photo of their child in a Halloween costume, with the Easter Bunny or sitting on Santa's lap. Sell double-sided raffle tickets, one side for event entrance and the other side to collect for photos. This way you will be able to control the number of photos you give away.

You will need an instant camera, film, backdrop and photo holder. The backdrop or setting can be as simple as balloons, Santa, or even cardboard Halloween cartoons. Using your company's photocopying services you can easily create your own photo folder on card stock paper and clip art. Have the child stand in front of the backdrop to take the picture. Use double-back tape or a sticker to attach the photo inside the card folder. Your cost is about \$1 per photo and you could give the photo away free or have parents pay.

**Face Painting:** This is an extremely popular children's activity. Students, retirees, volunteers, coworkers or parents can face paint, just keep it simple. Make a display board of sample pictures for face painting ideas, like your company logo, an Easter egg, a bunny,

rainbow, clouds, airplane, fish, flowers or balloons. Have the child pick the picture they want painted from the display. This quick decision by the child will move the lines quickly. The display also provides a guide for the novice face painter to use while painting. Kids love to have their face painted and they are not critical of the artwork.

#### **Special activities for Halloween:**

How about Trick or Treating for 200 children for approximately \$193. This includes 2,400 pieces of candy and plastic Halloween bags. Having the children Trick or Treat at office doors or even closets are a big hit. Parents love this safe Trick or Treating system and kids will get their fill of Halloween candy. When choosing your candy, purchase lots of "junk candy." Kids like sweet tarts, bubble gum, lollipops and basically the inexpensive candies.

You can purchase Halloween bags that have your company name imprinted on them. The average cost of imprinted bags is about \$122 for 250 bags. To reduce costs, supply lunch bags (500 bags for around \$4.39), shopping bags, or even company 11" x 14" envelopes for the kids to collect their treats.

A Halloween costume contest for 200 children will cost about \$124. This includes place ribbons, participation ribbons and duct tape to mark your parade area. Keep the contest simple. An easy way to conduct the contest is with a parade. Announce an age group for the costume parade and have the children in that age group stand on a pre-marked circle on the floor with duct tape. Turn on monster music and have the children parade around on this large circle until everyone has had the opportunity to view the costumes. This is an easy way for everyone to show off their costumes in a neat, quick and orderly way. It is not easy to stand up in front of a

group. Award every child with a ribbon for having the courage to participate. Always have extra 1st, 2nd and 3rd place ribbons. A tie for 1st place is much better than hurting a little one's feelings by not awarding them a place ribbon.

**Volunteers:** The one concern when you offer a shoestring event is the large number of volunteers you will need for each event. For a Halloween event with trick or treating, games, photos, and costume contest you will need about 30 volunteers. Your company's retirees are a great source and so are fellow employees' older children. These older kids would like to attend the event and love to help, but feel they are too old for these "kid" programs. Of course there are coworkers, parents of participants and recreation interns who are also great volunteers. With a little research you can find University and High School students who often need to volunteer a specific number of hours for course requirements. Boy Scouts and Girl Scouts are also great volunteers.

Assign a volunteer to be your event photographer. It is important to keep photos of your events. Photos will help advertise your events, by showing employees what fun they can be. Pictures can also show management how successful your events are and how valuable they are to employees.

**Games:** Everyone loves a carnival and you can easily create this festive atmosphere for your children's event. Children love to toss, ring, or knock over anything for a prize. Whenever you play games remember the following rules: 1. Everyone wins a prize, 2. Give away lots of prizes, 3. Move the boundary lines so that even the smallest child can succeed, 4. Save money and make your own theme games.

Prizes are probably the most important part of your event to the

children. Have a variety of prizes at each game. These prizes can be the basic carnival toys or even small candy treats. Keep the prizes in the 5-15-cents each range. These items are sold in gross packages of 144 from carnival supply stores. With a careful selection you can purchase a good variety of toys for around \$125 and this will supply 200 children with more prizes than their parents want them to bring home.

Spider Toss, Ring the Ghosts, Pumpkin Toss and Go Fish are all great games for a Halloween event. Ring the Reindeer, Snowball Toss, and Stocking Basketball provide a fun challenge for the kids at your holiday event. You have seen these types of games at carnivals and you can make your own games so easily. Here is just one example of a Halloween game. "Spider Toss," equipment includes three bean bags (sew eyes and legs on the bags, call them spiders), and three decorated coffee cans or boxes with Halloween decorations. Object, throw the bean bags into the cans. Simple, easy and a great deal of fun.

Children's Events on a shoestring is just a title for limited budget events, but these events are not limited. They may be low cost, but they are full of love, fun, smiles and family activities.

As you and your management know, if an employee's family is happy, the employee is much happier. These events are for the children and if they have a great time, they will remember the fun they had at your workplace. The next time Mom or Dad is kept away because of work, the child will have a pleasant memory of what work means to them.



---

*Collette Morgan is Recreation Administrator for Lockheed Employees' Recreation Association.*

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# ***NESRA Proudly Announces A Free New Publication***

## ***NESRA's Work and Family Report***

This is the first time NESRA has developed a special, detailed report analyzing a social issue affecting the workplace, and specifically, the employee services and recreation field.

Since many employees are struggling to find a balance between work and family, the NESRA Public Relations Committee has developed *NESRA's Work and Family Report* which defines the potential role of employee services in work and family and workforce composition.

To receive a free copy of this report, fill out the form below and mail it to NESRA Headquarters.

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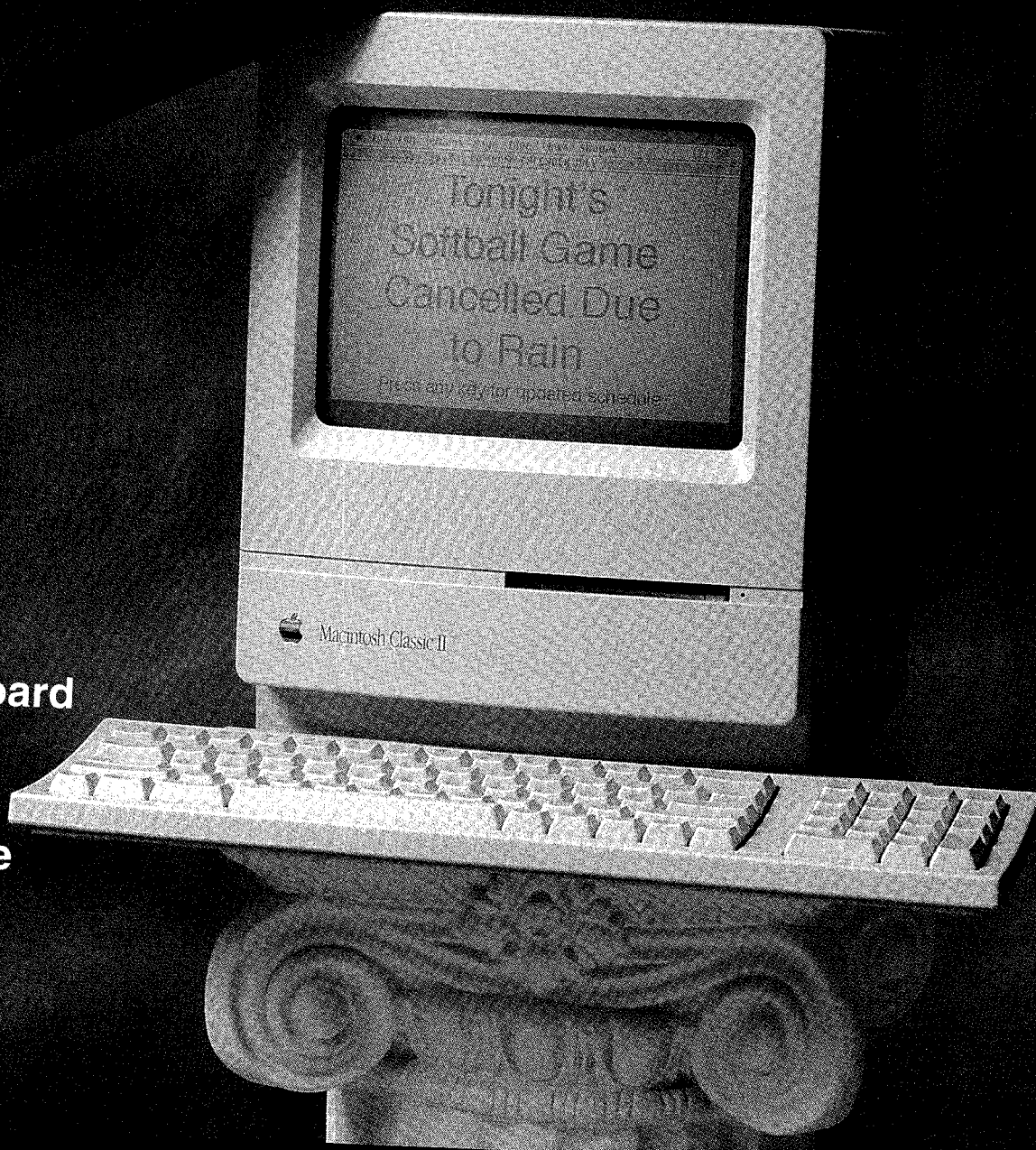
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# EMPLOYEE SERVICES MANAGEMENT

Journal of Employee Recreation Health and Education / August 1992

The  
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is  
Obsolete





# When you participate in NESRA you're part of a larger effort

An effort that is one of the largest and most powerful forces in the United States today.

Last year, associations contributed an estimated \$48 billion to the American economy and employed an estimated 500,000 full-time workers — about the same number of people as the airline industry.

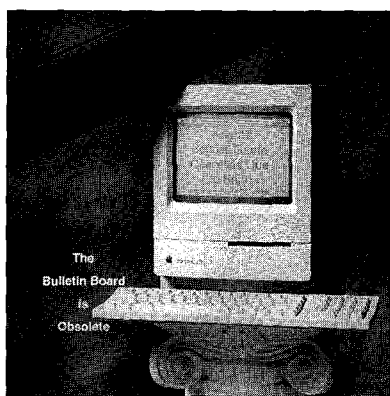
Associations like ours provide social and economic benefits that touch each of us every day. Think about it. If it weren't for associations, other institutions would be shouldering many added burdens. Who would be responsible for creating performance standards? Safety standards? Professional ethics? Providing top-notch education? Organizing volunteers? All of these efforts protect consumers and help Americans everywhere.

The work of associations is woven throughout the fabric of American society, and the public has come to depend on the benefits that associations provide.



If you would like more information on how associations advance America, please call Tom Gorski, ASAE, 202-626-2704.





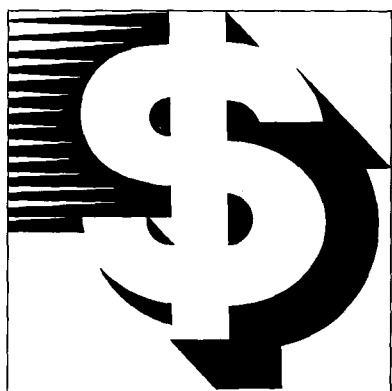
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AUGUST 1992

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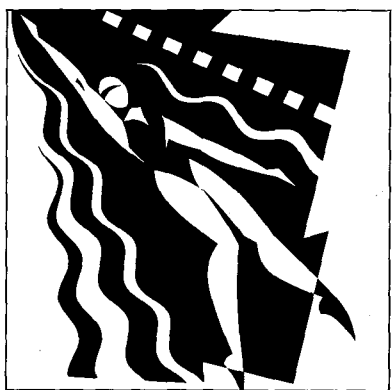
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# Serving the Members



*NESRA Support Staff  
(from left to right)  
Betty Labny,  
Nancy Burda,  
Muriel Garbot*

### **Betty Labny**

*Administrative Assistant*

"Almost seven years ago when I was offered the position as secretary for the National Employee Services and Recreation Association, I didn't really understand what NESRA did.

I now have a good idea of what NESRA does...it helps people make other people healthy and happy employees! The idea that corporations care about their employees' physical and emotional well being was something very new to me. At my previous workplaces we were lucky to have a lunchroom. I still find it very interesting as I talk to members and listen to the variety of services they offer their co-workers. Looking back at my former years of employment, I'm a little jealous of NESRA member companies.

Working as Secretary to Executive Director Pat Stinson, I enjoy the opportunity to get to know the NESRA Board of Directors. I am always impressed by the Board's willingness to volunteer so many hours to help this association accomplish its goals. Mainly during conference time, I have the opportunity to talk with our corporate members. It seems to me that people in the employee services profession must have "caregiver" personalities because they seem to be such a friendly, caring group. I also work closely with Marketing Manager Chuck Bashian's team. Interacting

with the national associate members and conference exhibitors is also a pleasant task."

### **Nancy Burda**

*Receptionist/Secretary,  
Communications*

"Occupying the position of Receptionist/Secretary, Communications for one year now at NESRA Headquarters, has proven to be a most gratifying and challenging position for me. When I originally interviewed for the position at NESRA, I must admit my concept of employee services and recreation was totally different than its actuality. Once I started, I was immediately overwhelmed by both the programs offered to employees and the resources and benefits available through NESRA membership.

Dealing with the professional people within the organization, I have learned a great deal and in turn try to reciprocate in every way possible to see each phone contact is handled to its completion. I especially enjoy sharing in the enthusiasm of prospective members when they contact us for information we are able to provide.

Working directly with Editor Cindy Helson from the starting phase of inputting an article and continuing steps until its completion within the finished magazine, is most fulfilling for me. Working on *Employee Services Management* is like taking a

different course every issue as I am made aware of the various programs, the wide range of members in the organization and the means available to those members."

### **Muriel Garbot**

*Secretary, Member Services*

"When I arrived at the National Employee Services and Recreation Association six years ago to begin my duties as Secretary, Member Services, I understood the employee services and recreation profession concept. What I was not prepared for were the various types of memberships comprising NESRA, the CESRA/CESRL's (RVESRA), and all those chapter acronyms. I felt a real sense of accomplishment when I could explain a type of membership and when I could hear a name or city and know just which chapter that person belonged. Now I feel that my purpose is to be of service to you. To make sure your records are correct, to fill your publication requests and help you in any way I can.

Each year I look forward to NESRA's Annual Conference & Exhibit as an opportunity to not only see our members who have attended past conferences but also to get to know those of you who are attending for the first time. It's nice to be able to put a face to the member's name. I hope to see you all next year at the Saddlebrook Resort in Tampa."

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### Entrepreneurship Despite Recession

The percentage of unemployed individuals choosing entrepreneurship over reemployment stayed the same between 1990 and 1991 in spite of the sluggish economy. Eighteen percent of outplacement candidates completing programs with Right Associates chose to start their own businesses in both 1990 and 1991.

The early 1990's percentages reflect a slight drop from the 19 percent of outplacement candidates who turned to self-employment in 1989.

"The steady percentage of candidates choosing entrepreneurship over reemployment suggests that a segment of the business population continues to have confidence in the economy," observed Stanley R. Tilton, president and chief executive officer of Right Associates.

### A Pain in the Heel

The American Orthopaedic Foot and Ankle Society claims they receive many calls from the public requesting information about pain in the arch or heel.

Sometimes adults will experience a gradual or sudden flattening of the arch (acquired flat foot). An orthopedist usually can diagnose the problem just by looking at the history of foot problems. The doctor may detect weakness in the calf muscle or find it completely unable to function.

This problem is caused by: 1) a gradual failure of the supporting ligament structures; 2) longstanding arthritis of the midfoot; 3) a disease or inflammation that affects the sensory nerves of the foot (most

commonly diabetes); 4) dysfunction of the posterior tibial tendon.

The posterior tibial tendon runs behind the ankle and attaches at the bones in the midfoot. This is the major tendon supporting the arch of the foot.

If the tendon appears intact but simply does not work well due to joint inflammation or tendonitis, anti-inflammatory medication and immobilization in a short leg walking cast for six weeks may relieve the problem.

### Chocolate Attacks and Binge Eaters

Compulsive binge eaters who report that they have uncontrollable chocolate attacks and ice cream feeding frenzies may be victims of abnormal opiois peptide systems, according to a University of Michigan study.

Opiois peptides, pleasure-enhancing, opiate-like molecules, are manufactured naturally by the human brain, but these endogenous substances seem to be markedly more powerful in overweight binge eaters than they are in normal-weight women.

"Chocolate cravings have been associated not only with obesity and eating disorders, but are also common among women who are under stress, notably during premenstrual tension," said Adam Drewnowski, professor and director of the Human Nutrition Program at the University of Michigan School of Public Health. "Our study suggests that chocolate, which seems to trigger our natural opiois peptide systems, may actually be a natural analgesic or pain killer."

### More Incentives to Buy American

General Motors Corp. added to the Buy American movement by offering its 35,000 parts suppliers a special incentive program, says *USA Today*.

General Motors claimed it would match the money a supplier gives to its employees to buy any GM car or truck. Recent angry statements traded by US and Japanese officials led several companies to make Buy American offers to their employees.

GM's contribution, as well as the supplier's share, is considered a gift, so it was treated as taxable income to the car buyers. Unless an employer withholds taxes, a buyer must declare incentive payments on tax returns.

GM's match applied to any GM car or truck including those built abroad.

### Moderate Exercise Helps CFS

Chronic Fatigue Syndrome (CFS), also called myalgic encephalomyelitis, affects more than two million Americans. It is characterized by overwhelming fatigue, low grade fever, sore throat, headache, muscle pain and weakness, inability to concentrate and sleep disturbances. It is not a progressive disease where symptoms worsen with time. The symptoms recur with varying degrees of severity.

According to the National Exercise for Life Institute, a light program of aerobic exercise to maintain cardiovascular health is recommended for disease sufferers.

A moderate program of strength training is also advised to maintain muscle tone brought on by the

inactivity of the affliction.

The key for CFS sufferers is to find exercises they're comfortable with and will continue to follow.

## Athletic Shoes and Discount Stores

According to the Sporting Goods Manufacturers Association's (SGMA) study on athletic footwear purchases, both discount outlets and athletic shoe stores have increased their share of unit sales of all athletic footwear, including unbranded and private label shoes. Discount outlets garnered a 27.2 percent share and athletic shoe stores sold 10 percent of all athletic shoes.

Overall market activity declined from 393 million pairs in 1990 to 381.4 million in 1991. While unit sales declined, dollar sales in 1991 were the same as in 1990, \$11.9 billion.

The average price of athletic footwear increased from \$30.40 in 1990 to \$31.30 in 1991, a 3 percent increase. The average price paid in athletic shoe stores was \$58.80, a five percent rise and \$17.40 in discount stores, 3.6 percent rise.

An increase in dollar purchases by women, 4.3 percent offset a 4.8 decrease of the children's market and a 2 percent decline of the men's market. Female purchases were, on average, somewhat older than males (33 versus 28 years of age).

The share of athletic shoes

purchased for only sports/fitness participation increased in total to 10.5 percent in 1991 from 9 percent in 1990.

## Tourism on Public Lands

The first-ever combined presentation of the heads of the National Park Service, the Forest Service, the Fish and Wildlife Service and the Bureau of Land Management was made to more than 50 travel executives at a meeting of the Travel Industry Association of America (TIA).

The agency discussed the new awareness of the value of tourism as a generator of jobs and tax revenues



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in the predominantly rural areas in which most federal lands are located.

The four agencies, together with the Corps of Engineers, teamed up for the first time to cooperate on promotional and marketing initiatives targeted toward U.S. and international visitors.

### Job Seekers Target Smaller Firms

Job seekers are being counseled to look for job opportunities at small and medium-sized companies, says *The Wall Street Journal*.

There seems to be job opportunities at businesses with annual sales in the range of \$50

million to \$100 million, including U.S. divisions of foreign companies. Many of these companies continue to grow; and unlike many of the giant corporations, they never had top-heavy management layers that now need trimming.

Among industries, the health-care sector continues to offer the most potential, from biotech companies and those offering hospital and home health-care delivery services to makers of drugs, medical instruments and diagnostic equipment.

Information technology is another promising area. The consulting business continues to be another promising area. One reason: More companies are contracting out various services, accounting, advertising, etc. to cut costs.

### Fitness Movement News

During the 1970s and 1980s, Americans adopted a healthier lifestyle. More people exercised regularly, and millions gave up smoking. Sales of fish and chicken rose, while consumer demand for eggs and red meat declined, says *American Demographics* magazine.

According to a survey conducted annually by the Harris Poll for *Prevention* magazine, 1991 figures indicate that gains in 21 key health behaviors have further slowed or even stopped.

The overall index rose by 3.7 points between 1984 and 1987, to 65.2. It rose only one more point between 1987 and 1990. In 1991 it did not change.

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The improvement in the *Prevention Index* during the 1980s masked a failure of Americans to make progress in such key lifestyle areas as nutrition, exercise, and weight control. Almost all the changes had little to do with lifestyle or self-discipline, and more to do with technology, legislation, and government.

The share of adult Americans who exercise regularly stands at 34 percent, unchanged since 1983.

America is the fattest nation on Earth, we consume more calories than people in other countries, more snacks between meals, and more sugar-rich sodas. Fat makes up almost 40 percent of all the calories we consume.

It is possible that the progress in

the last two decades toward a healthy lifestyle is a passing fad.

### **Future Hotel Rates**

Research and current advertising by hotel companies indicates that the method hotels use to determine transient, discounted, and group rates is changing, reports *Forum* magazine.

During the past 20 years, rates for the various market segments to which each hotel marketed were determined during an annual budgeting review, usually six months before the beginning of the next calendar year. These rates were published in directories or on tariff

sheets and were often advertised in consumer or industry publications.

Group convention rates have traditionally been quoted as a percentage discount off of the published transient rates.

With the emerging sophistication of hotel computerized reservation systems, and the ability to interlink with airline reservation systems, it will be possible to change transient rates almost daily.

The term transient rate is likely to be replaced by a new term: Retail rates. Over the next several years until the over supply of guest rooms is absorbed in the marketplace, hotels are going to have to prove their rooms strictly on the basis of supply and demand if they are going to survive.

**See you next year at**

**NESRA's**

**52nd Annual Conference and Exhibit**

**at**

*Saddlebrook Resort,*

*at Tampa Bay*

**April 14-18, 1993**

## Workplace Issues Around The World

Here are some of the emerging workplace issues around the world, according to *HRNews*. Labor shortage problems dominate workplace issues in Japan, and companies are beginning to explore incorporating women and the elderly into the workplace, better integrating automation and information

technology, and liberalizing immigration, which continues to be strongly opposed by much of the population.

Several reports say that prison labor is widely used in China. U.S. firms which either export goods from China or use Chinese subcontractors are facing potential boycotts from groups which are opposed to these practices.

South Korea, often mentioned as the next Japan continues to suffer

from workforce discontent.

Australia is facing its worst recession since the Great Depression and unemployment is near 11 percent. At the same time, triggered by concerns about international competitiveness, Australian employers put aside 1.5 percent of their payrolls for training.

Last summer Russia announced its intention to create an unemployment insurance system to benefit the nearly 30 million Russian citizens estimated to face unemployment in the next few years.

In the United Kingdom, age discrimination continues to be an important workplace policy issue. Unemployment, particularly among women, is still a considerable problem in Eastern Germany and is expected to get worse before it improves.

## Literacy Programs Build Competitiveness

One essential element of a comprehensive strategy to build the competitiveness of U.S. business in a global economy should be job-linked literacy programs. According to a report from the Work in America Institute, American industry's principal competitors in Europe and Japan spend between two to three times as much on basic and job skills training as U.S. firms do.

Job-linked literacy programs, which link basic skills and job skills training, help employees and companies keep pace with accelerating changes in technology, organizational structure, and in customer demands for high-quality goods and services. The report, *Meeting the Challenge of Change: Basic Skills for a Competitive Workforce*, the second part of a

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national policy study, presents the practical basis for a training initiative that can strengthen the future of the American economy.

Job-linked literacy programs build on instruction in basic skills, reading, writing, mathematics and problem solving, to train employees in skills they need to meet the challenges in their actual workplaces.

## Poor Maternal Health

Two studies reveal the significant cost of poor maternal and child health to corporate America along with strategies to address the problem. The studies were presented


at the Corporate Summit for Children, a joint initiative of the American Academy of Pediatrics, the National Commission to Prevent Infant Mortality, and the Washington Business Group on Health, in conjunction with the CIGNA Companies.

The data will arm employers with the most up-to-date information on the bottom-line costs to businesses from cost-shifting due to uncompensated maternity and infant care and from poor birth outcomes within their insurance pool.

For more information on the studies, contact Corporate Summit for Children, Room 2014, 330 C Street, SW, Washington, DC 20201, (202) 472-1364.

## High Standards

The first Health and Fitness Facility Guidelines are available to distinguish quality commercial clubs from low-service sweat shops, reports *American Fitness*. Published by the American College of Sports Medicine (ACSM), the standards aim to improve the safety level and overall quality of athletic facilities.

These guidelines may be the beginning of certification development for fitness clubs. Guidelines are divided into 4 gym issues: Business operations, non-workout service areas, exercise program areas and special amenity services. Hopefully now quality rather than high profile will be emphasized. 

## A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

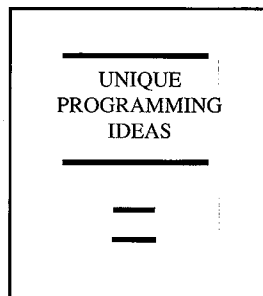
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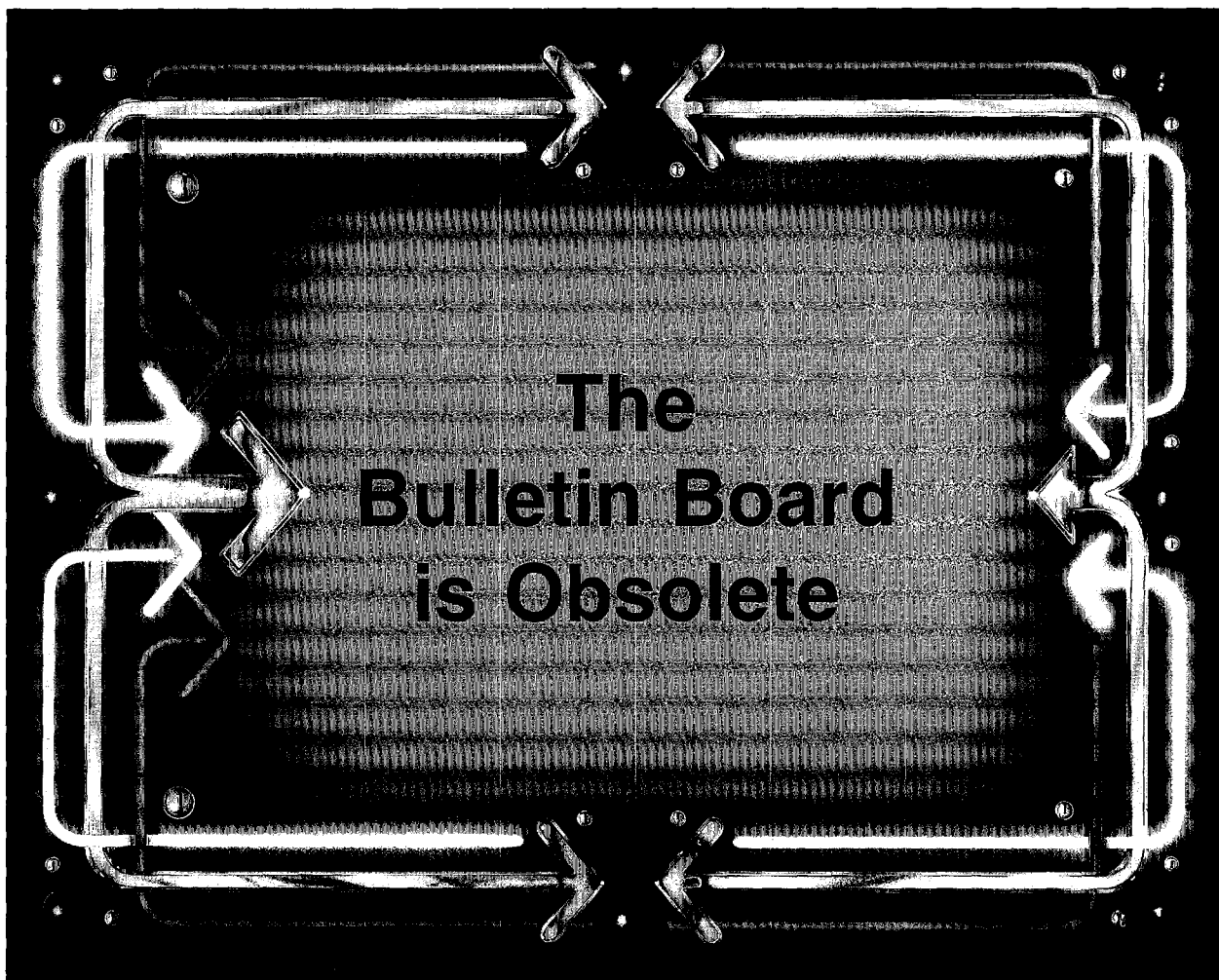
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by Rhonda Iversen

**“R**ing”...”Ring”

“Good morning, this is Texins, how may I help you?”

“Could you tell me when your volleyball leagues start? I have a team that wants to play in the league.”

“I’m sorry, but our leagues started two weeks ago.”

“Well, why wasn’t there any notice about them? We really wanted to play!”

How many times has something like this happened to you? You work hard trying to pull an event together

and yet it seems that there are always people who call after the fact wanting information. The sad thing is that you had the information plastered all over the worksite—on bulletin boards. But do people pay attention to bulletin boards?

Unfortunately, it seems that more and more, bulletin boards are ignored. Just like any other piece of furniture that is passed everyday, the bulletin board has become a fixture. It doesn’t matter that the board is changed or updated, it goes unnoticed. The good news is, we

now have other, modern, attention grabbing options available.

This is the “electronic age,” and modern technology offers us several options that will effectively replace the bulletin board.

## **The Electronic Newsline**

The electronic newsline is becoming prominent in the workplace. Companies are using

them to keep their employees informed about world, state, and local news, sports, stock prices, etc. But more important to us, they are an excellent source for "in house" news and communications. An electronic newswire becomes a reliable form of media presentation. A newswire should be in a high visibility location—the cafeteria, snack areas, hallways, recreation/fitness center, areas where there is a lot of employee traffic, and where every employee will pass at least once during the workday. Not only will they be seeing world news, but they will be seeing your information. The newswire may be a one-line display, a multi-line display, or even a large billboard that also displays time and temperature. Capabilities can range from a simple running sentence to a sign that can be programmed to flash, blink, scroll up or down, fade in or out, have graphics and some are installed with colored bulbs. The more things that can capture the employee's attention, the better the tool. Companies have discovered that these electronic newswires have become important to their people and something that they rely on to keep them informed of day to day events—a communication tool that they read everyday. This is what we need. When they watch for world news, they are also seeing our news. This is a service to the employee and can be viewed as a benefit.

## Computers

Computers can play a major role in communicating news and information. A major electronic company has several systems set up to send out information to their employees. They have a message system that is available to every employee. Each employee

has a message identification code that allows them to receive or send messages on this system. They can receive messages on-screen or in a printout. The system can be accessed through certain computer terminals. The message is sent, and the sender receives a copy of what s/he has sent out. Several people can be sent the same message at the same time. The company also uses this communication system to update information, give notice of meeting times, etc. It is a good way to reach a select group of people—to distribute information of particular interest to a certain group or organization of people who share a similar interest. It is also a good way to get information to the general worksite population. It makes schedule distribution a snap. Every team can be accessed at the same time.

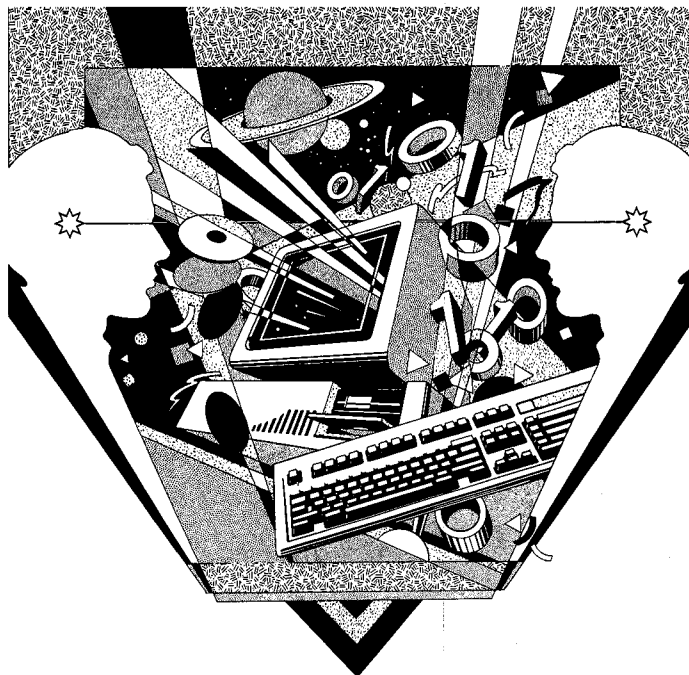
Another communicating tool that is used by this same company is a system that any employee can access at certain computer terminals. Here they can "pull up" specific information about events, clubs, leagues, activities, etc. By accessing a certain club, they can find out an officer's name, phone extension, mail station, and message I.D.; find a roster of members, club meeting times and location, what the main

interests of the club are, upcoming club events and activities, and how to become a member. This system can be set up where each club will have their own file, and can be responsible for keeping their file updated. The employee is also able to access files that are used for participation sign-ups for activities, events, teams, and leagues. Or when a sign up sheet is needed for assistance with events. It is used to find out general information about the recreation/fitness center, such as: Clubs and leagues sponsored, how to correspond with said organizations; hours of operation; classes offered, and class days and times; staff and board of directors names and how they can be contacted; upcoming events—time, date, explanation, and how the employee can become involved; special sales; tickets available and their prices. There are endless ways this system can be used as a communication tool.

Accessibility, convenience, the ease of keeping updated and current, are some of the major advantages to these systems. A computer terminal has almost unlimited accessibility for information whereas the bulletin board is very limited, and often not kept up-to-date. It is much easier and not nearly as time consuming to have

one person sit at a computer keyboard and update multi-stations than it is to have the same person walk around and update several bulletin boards.

Computers also make it easier to make announcements, posters, banners, and all kinds of information available to our customers. There are several software packages available that are designed for making posters, banners, greeting cards,



stationary, and all sorts of tools that we need for our publicity programs. Any computer store salesman would be more than happy to assist you in finding what will fill your program's needs.

## Multi-Media Presentations

A multi-media presentation will convey your message to a wider range of clientele than the bulletin board. A video tape of previous or similar events can be presented anywhere a television and VCR can be set up. A slide presentation can be set up and projected during meetings, in the cafeteria, in break areas, etc. Both the video tape and the slide presentation can be programmed to run continuously, so that it will reach all employees. We are a "screen" oriented society, and people will look at a video display when they will ignore all other forms of promotion.

While it is true that the electronic communication tools have become a very important way for "getting out" our news, we don't want to rely on them exclusively.

For the recreational professional who may not have computers or electronic newslines at his/her disposal, there are other ways to make your information available that are also very effective.

## Other Communicating Tools

Displays are a great way to call attention to an event or activity. These can be set up in high visibility areas.

Display or exhibit boards are a cost effective way to promote your events. These boards come in different sizes and are transportable. Sizes range from tabletop models to floor standing models. They can be one or multi-fold, and are available in a variety of colors. Carrying cases can be obtained that makes



***"We are a  
'screen' oriented  
society, and  
people will look at a  
video display when  
they will ignore all  
other forms of  
promotion."***

transporting them easier. They can be purchased with or without permanent headers, (such as your logo), and/or spotlights. You can use velcro, push pins, or anything you would use on a bulletin board to attach notices, products, or whatever you wish to display. The display board can be moved from place to place and is easy to set up. As with anything we use as an attention getter—they are easily adapted to high visibility areas.

A display or exhibit can be left to speak for itself, or it makes an excellent backdrop for your promotions. As a less expensive alternative to a display system, an easel can be used to display your information. You can use poster boards to attach information, pictures, graphics, and other promotional material.

Placement of the easel is important as with other displays. Again, the more it is viewed by your customers, the better.

More and more companies are producing a company newspaper. It can be published in house or sent to a publisher; published weekly, monthly, quarterly, whatever seems to fit company needs. Newspapers offer a ready outlet for recreation news. Some companies send the newspaper to all of their retirees. By reading the site newspaper, our customers can discover what upcoming events their recreation association is offering and look forward to participating in them. Featuring clubs and leagues and

news of their activities opens up a way to contact current and potential members. It can be used to spotlight special people, groups, or events. Pictures can be used. By working with the editor, you can get your news out to your customers in a way that will grab their attention.

Many recreation associations are producing their own newspapers that are filled with association news only.

The cost of publishing a newspaper may be a drawback for some. An alternative might be a newsletter.

A newsletter can range from a professionally published product to a one-page sheet produced by the recreation professional at his/her computer or typewriter. Information for all of your upcoming events and activities can be put in a newsletter and can be adapted to whatever size fits your needs. You won't be limited to a set number of pages. There are several publishing software packages available, and they range from simple to sophisticated—depending upon what your situation requires. In fact, you may be using a software package that has publishing capabilities.

Table toppers are an effective and easy way to publicize an event or activity. They can be used to communicate small amounts of good, basic news. They are placed on tables in the cafeteria and break areas, and thus, are seen by nearly every employee more than once.

For a guaranteed way to see that every employee receives your information, payroll/check stuffers have proven appropriate. They go in each employee's paycheck. These have proven very effective when promoting special sales, ticket prices, and big events. By working hand in hand with payroll personnel, you can use payroll stuffers to promote and publicize your projects.

If you have a big event coming up that has a theme, get some of the people involved to dress up in appropriate costumes and pass out information concerning the event.

Make sure these people are well informed so they can successfully answer questions. Put them in high visibility places and see how much attention your event will receive.

Suppliers will often have promotion gimmicks they will send you. This might be anything from handouts, brochures, posters, to bigger items. This year one of the big theme parks sent large cardboard stand-up figures of Bugs Bunny with ticket information on it to companies who are selling their tickets. Also available from several companies are costumes of characters that are associated with their services. It is fun to use these for special promotions or events. Normally these costumes are available at no charge.

When attending a department meeting, you may wish to present and distribute information packets consisting of basic, concise, clear, comprehensive information about your program or event. Design your packet so that it can be quickly presented and colorfully displayed. Insert colorful foils to be used on an overhead projector. Give basic information, i.e., times, places, special events, sign up location and deadline, cost, etc..

Direct mailings with the customer's name on it, makes your client feel that you are making a special effort to keep them informed. They feel

that you have given them personal attention and are taking a special interest in them by letting them know about events that are attractive to them.


## Conclusion

When developing and preparing your communication tools, it is very important to remember that quality is more important than quantity. Naturally you want to give all pertinent information, but do it in a clear, concise, attractive manner. Use attention getters, i.e., bright colors, paper and/or lettering, unusual lettering, graphics, something out of the ordinary. As mentioned above, it is a good idea to use pictures from previous events or activities. People love to look for themselves, family members, co-workers, or friends in these photos. Grab your customer's attention. Make your presentation so unique that they will do a double take!

All of these methods are successful and are more effective than bulletin boards, but we do not want to forget the personal, one-on-one touch. There are several ways to achieve this kind of service.

When you set up your display, you are afforded a great opportunity for communicating information to your clients. Distributing handouts are a great one-on-one technique. This could be a printed sheet of paper, a small bag of popcorn with your information printed on the bag, or a cup or mug with details on it. Whatever your budget allows. There are innumerable items out there that can be imprinted. Setting up and manning booths in high visibility areas also provide a chance to relate information to your customers. Of course, a smiling face and friendly words are key ingredients to any successful endeavor. Having someone available to answer questions is a much better way to publicize an event than to leave your customer feeling that they don't have

all the information they need. S/he will be more likely to ask a question of someone who is available on the spot than they are to go back to their workplace or home, and call a number for information. (What are the odds that they will even remember the number). Make sure that everyone in your organization is well informed about all events and activities, so they are able to dispense good information.

The more ways you can think of to promote your event, the better your event will be. No one will pay attention to the same old thing. Monotony is an event killer. It is our job as recreational professionals to be innovative, to use every communication tool out there, and to search for a better way. We have to constantly be on the lookout for new techniques of publicizing our programs. The world of electronics is just opening up. The sky's the limit. We want to grab our client's attention and hold it. Bulletin Boards no longer do this. We have to use other means of communication. And, as a recreational professional, our job is to be flexible enough to find new and better ways to achieve publicity and promotional excellence. 



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*Rhonda Meade Iversen is the employee services and recreation director for Sherman Texins Association, the recreation/fitness facility for Texas Instruments, Sherman, Texas.*

NESRA proudly announces another publication in its series...  
***Programming for Employee Services and Recreation!***

Programming for  
Employee Services  
and Recreation

by James Busser

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# Measuring the Bottom-Line Impact of Wellness Programs

by Michael W. Mercer, Ph.D.

*This article shows you how you can produce statistics like these to prove your wellness program's positive impact on your company's bottom line:*

- *Each dollar Adolph Coors Company invests in its fitness program yields a \$1.23-\$8.33 return on investment.*<sup>1</sup>
- *Exercisers in General Electric's Ohio wellness program call in absent 45 percent less than employees who do not participate in GE's exercise program.*<sup>2</sup>
- *Employees using Prudential Insurance Company's fitness center use 54 percent less disability days than Prudential's average employee.*<sup>3</sup>
- *Tenneco's regular exercisers spend 43 percent less on healthcare claims than Tenneco's average nonexercisers. Also, exercisers have lower turnover rates which also help save costly turnover expenses.*<sup>4</sup>
- *Goodyear Tire & Rubber Company found it costs \$625-\$675 more per year to keep a smoker on its payroll than to keep its average nonsmoker on the payroll.*<sup>5</sup>

**E**very company lives or dies by the bottom line. Unfortunately, many ES&R professionals possess the misconception that they cannot make an impact on corporate profits.

Fortunately, nothing could be further from the truth. In reality, wellness programs run by ES&R staff can make a valuable bottom-line impact. On top of that, this financial impact helps companies combat one of the most troublesome financial dilemmas they face, namely, how to lower employees' healthcare-related costs.

## Startling Facts

In fact, in 1991, employers paid a whopping \$3,573 for indemnity medical plans to handle their employees' soaring healthcare expenses, according to a study by A. Foster Higgins & Company of New York City, a benefits consulting firm.<sup>6</sup> This amount keeps increasing about 10 percent annually, and shows no sign of slackening.

Plus, when it comes to American companies competing with foreign rivals, such as Japanese companies, it proves

easy to see why companies need to contain and, preferably, reduce healthcare expenses. For instance, a University of Michigan Transportation Research Institute study found America's big three car makers spend an astonishing \$1,086 per car just on employee health costs.<sup>7</sup> That is twice an amazing \$500 more than the average Japanese car manufacturer spends per car on its workers' healthcare costs! Is it any wonder many American companies face an uphill battle fighting foreign competition?

## Profits vs. Jobs

How much more profitable could your company be if its healthcare costs decreased? How much more secure would hundreds or thousands of jobs be if healthcare costs did not drain your employer's treasury. How much more valued would an ES&R manager be if the manager played a key role in containing or reducing healthcare and related expenses?

Lo and behold, a growing technique companies use to decrease reign in healthcare expenses is to operate wellness programs. Since ES&R professionals manage many such wellness programs, ES&R professionals can help

- improve company profits by decreasing healthcare costs
- provide a tremendous benefit to employees' lives
- run a measurable "profit center" with ES&R-run wellness programs.

### What You Can Measure To Calculate Your Wellness Program's Bottom-Line Impact?

To get a handle on the bottom-line impact of your wellness program, measure as many quantifiable costs as possible. These may include the following:

- Absenteeism
- Health insurance claims
- Disability costs
- Number of smokers

Collaborate with wellness program participants and your company's benefits department to obtain whatever relevant measures are available on groups of employees, such as these groups:

- Wellness program participants, e.g., people who use your fitness facilities perhaps three times/week or more
- Nonparticipants, i.e., employees who do not participate in your wellness program
- Company averages for all employees.

For example, you could get the (A) average absenteeism rate for wellness participants before they begin using the program and (B) compare it with after they use the program one, or two, or three years.

Or, you could compare wellness participants' average

annual healthcare costs with your company's (A) nonparticipants and/or (B) average employee.

You may need to ask wellness program participants to sign a simple confidentiality and information-release agreement to obtain basic information on them, such as their total absenteeism, health insurance claims, or disability costs. If this is done, be sure not to obtain facts about participants' specific illnesses or disabilities, since such data would violate participants' privacy.

## Use This Six-Step Planning Model

I devised the following 6-Step Planning Model for use in my second book, entitled, *Turning Your Human Resources Department into A Profit Center*.<sup>8</sup> In the book, I use this planning model in 35 case examples, including an example of wellness programs. Here are the six steps, along with a brief description of what to include in each step to measure your wellness program's bottom-line effectiveness:

### Step 1: Business problem

The problem is to reduce employee healthcare related costs.

### Step 2: Cost of business problem

Calculate this by looking at measurable factors such as absenteeism, health insurance claims, and disability costs. e.g., perhaps compare how much cost regular wellness participants ring up on these factors. Or, you could calculate how much your company spends on such factors for its "average" employee.

### Step 3: Solution to business problem

This may be a corporate wellness program.

### Step 4: Cost of solution

This may average \$75-\$1,000/year per employee, depending on what the wellness program includes. e.g., program costs could include health assessments, fitness facilities, fitness staff, or other costs.

### Step 5: Dollar improvement benefit

Measure how much the cost of business problem (see step 2) decreases, perhaps two to four years after starting the wellness program, e.g., you could compare the difference in how much regular wellness participants spend (A) before and (B) after using the program for a period of time. Or, you could compare (A) wellness participants with (B) nonparticipants or your company's average employees.

### Step 6: Cost-benefit ratio

This return-on investment figure actually should be called the benefit-cost ratio, but accountants call it the cost-benefit ratio. It is the ratio of Step 5 to Step 4, i.e., Dollar improvement benefit : Cost of solution.

## Case Example Using the Six-Step Planning Model

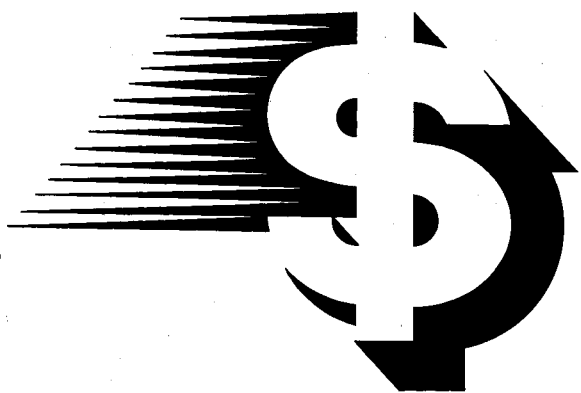
Realize it may take two years or more for many wellness programs to break even or improve a company's bottom line. Wellness programs do not inject an overnight cure for skyrocketing healthcare-related costs. As such, Exhibit 1 (see following page) lays out a long-term solution to a company's mushrooming healthcare-related expenses.

As shown in Exhibit 1, a company decided to start a wellness program to help employees improve their overall health, plus help the company decrease healthcare costs via developing a healthier workforce (see step 1). In Exhibit 1, all figures were rounded off to make calculations and the exhibit easier to follow. The wellness program manager tracks three measurable factors of regular wellness participants:

- A Absence costs
- B Health insurance claims costs
- C Disability cost

Data on these factors were gathered from participants, as well as from benefits department records.

*Note: Such records were obtained with participants' written permission.*




As the cost of business problem (step 2) shows, if participants continue their typical rates of absences, healthcare claims, and disability costs, it was projected the company would shell out \$7,900,000 over a two-year period. The wellness program—including health assessments, fitness program, and staff—cost \$800,000 for two years (see step 4).

Regular participants surely (A) improved their health and (B) decreased money the company spent on healthcare-related problems. Specifically, rather than paying the two-year projection of \$7,900,000, the company actually paid \$5,200,000 for a dollar improvement benefit (step 5) of \$2,700,000. The resulting cost benefit ratio (step 6) was 3,375 : 1. That is, for every \$1 the company invested in its wellness program, it got back \$3.375. As such, the wellness

program (A) produced a tremendous investment in dollar-and-cents, as well as (B) helped employees live healthier lives.

## Remember to K.I.S.S. & Tell

As you develop and evaluate your wellness program, remember to "K.I.S.S. and Tell." K.I.S.S., that is Keep It Short and Simple. Avoid creating a paperwork nightmare for yourself. Collect whatever measurable data you can in the simplest form imaginable. Do not overload on data or you will make your bottom line information hard to calculate. In reality, it should prove rather easy. Also, make sure any data you get from your company's benefits department or wellness participants is what you absolutely need, and does not violate any individual's privacy or confidentiality agreement with you.

Tell. Be sure to announce your successes. As you lay out the 6-Step Planning Model, show your company's executives the cost-benefits of your valuable wellness program. For example, make presentations to top-level executives to show off your wellness program's financial impact. They will feel thrilled that ES&R professionals are part of the profit-generating team that is crucial to any financially—and physically—healthy company. 

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*Michael W. Mercer, Ph.D., is a book author, public speaker and industrial psychologist with the Mercer Group, Inc. in Highland Park, IL. He has two books: How Winners Do It: High Impact People Skills for Your Career Success and Turning Your Human Resources Department into A Profit Center. Mike was a speaker at NESRA's 1992 Annual Conference in Nashville where he delivered a workshop on the topic of this article plus a general session speech on High Impact People Skills for Your Career Success.*

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## Footnotes

<sup>1,2,3</sup> "ROI Corner," *Health Biz*, December 1991, page 1.

<sup>4</sup> "ROI Corner," *Health Biz*, January 1992, page 2.

<sup>5</sup> "Smokers Beware!" *The Wall Street Journal*, March 17, 1987, page 1.

<sup>6</sup> Hasselbach, Helene, "More Workers Pay for Care," *Human Resource Executive*, March 1992, page 10.

<sup>7</sup> "Health-Care Costs Add \$1,086 to U.S. Car Prices," *The Wall Street Journal*, February 6, 1992, page B7.

<sup>8</sup> Mercer, Michael W. *Turning Your Human Resources Department into A Profit Center*. NY: AMACOM, 1992 (2nd printing).

## Exhibit 1

### 6-Step planning model for wellness program that improved the bottom line in about two years

#### Business problem

Current and potential employee health problems that will cost the company large amounts of money, drain profits, and zap productivity

#### Cost of business problem

Projected cost for two years = \$7,900,000

Costs include the following figures on wellness program participants before starting regularly using wellness program:

- A Absenteeism costs
- B Health insurance claims costs
- C Disability costs

##### A Absenteeism Costs =

Number of regular wellness program participants x average days absent/year x average daily salary and benefits =

1,000 participants x 7 days/year x \$150/day =  
\$1,050,000/year

Projected two year absence cost =

\$1,050,000/year x two years =  
\$2,100,000

##### B Health Insurance Claims Costs =

Number of regular wellness program participants x average health insurance claims/participant/year before starting wellness program =

1,000 participants x \$2,500 year =  
\$2,500,000/yr

projected two year claims cost =

\$2,500,000/year x two years = \$5,000,000

##### C Disability Costs =

Number of regular wellness program participants x average disability costs/participant/year =

1,000 participants x \$400/year = \$400,000/year

Projected two year disability cost =

\$400,000/year x two years = \$800,000

Total =

\$1,050,000/year + \$2,500,000/year + \$400,000/yr  
= \$3,950,000/year

Projected Cost for two years =

\$3,950,000/year x two years =

\$7,900,000 projected for two years

#### Solution to business problem

Comprehensive wellness program, including health assessments and fitness program.

Cost of solution: \$800,000 for two years

Cost = \$400,000 year (including health assessments, fitness facilities, and staff salaries and benefits)

Projected cost for two years =

\$400,000/year x two years = \$800,000

Improvement benefit: \$2,700,000 for two years

Dollar Improvement Benefit = projected cost of business problem (see step 2) before wellness program minus cost of business problem after two years of wellness program

##### A. Absenteeism Cost =

Projected two year absenteeism cost minus actual two year absenteeism cost for 1,000 regular wellness participants =

\$2,100,000 - \$1,500,000 = \$600,000

*NOTE: 1,000 regular participants actually average five absences days/year x \$150/day =*

*\$750,000 year or \$1,500,000 for two years.*

##### B. Health Insurance Claims Cost =

Projected two year claims cost minus Actual two year claims cost for 1,000 regular wellness participants =

\$5,000,000 - \$3,200,000 = \$1,800,000

*NOTE: 1,000 regular participants' claims actually averaged \$1,600/year = \$1,600,000/year or \$3,200,000 for two years*

##### C. Disability Costs =

Projected two year disability cost minus Actual two year disability cost for 1,000 regular wellness participants =

\$800,000 - \$500,000 = \$300,000

*NOTE: 1,000 regular participants disability cost actually averaged \$250 year =*

*\$250,000/yr or \$500,000 for two years*

Total dollars improvement benefit for two years =

\$600,000 + \$1,800,000 + \$300,000 = \$2,700,000

#### COST-BENEFIT RATIO

3.375 : 1

\$2,700,000 : \$800,000

# WINNING Sports Programs

*Here are the results of NESRA's sports mini-survey. It is an indication of how many sports participants NESRA represents.*

by Cynthia M. Helson



**I**nstead of simply watching their favorite sports on TV, employees across the country are experiencing first-hand the thrill of sliding into home plate, the accomplishment of hitting a bull's-eye on the archery range, the excitement of bowling a great game and the camaraderie of playing on a team. Many employees across the country are living these experiences as they participate in employer-sponsored sports activities. Many employers offer sports activities as part of their employee services and recreation programs. Participation in these programs is very popular.

NESRA member organizations provide sports activities for a variety of reasons. Participating in sports allows employees to develop relationships with employees in other departments, to display their skills in alternative activities and to emerge as leaders outside the workplace. Employers benefit from employees' boost in morale, their increased team work, stress reduction, fresh perspective, informal communication networks and reduced medical claims due to a healthier lifestyle which is linked to being active.

The National Employee Services and Recreation Association

performed a mini-survey of its members, employee services and recreation managers responsible for implementing sports programs among other employee services and recreation programs, to get an indication of how many sports participants NESRA represents.

The surveys were mailed to NESRA organizational members who receive NESRA's *Keynotes* newsletter. It yielded a 4.2 percent response rate. The results of this mini-survey follow.

Each NESRA member represents an average of 5,763 employees. However, many NESRA members

extend their eligibility to participate in their sports programs to employees, retirees and families. Our mini-survey indicates NESRA members plan sports activities for an average of 8,541 people.

More men participate in single gender activities than do women with the ratio being 2.12 men to 1 woman. Co-ed activities are very well accepted.

## Team Sports

The survey revealed the three most popular team sports for men were bowling, softball and basketball, respectively. The most popular sports teams for women were bowling, volleyball and softball, respectively. The largest amount of co-ed teams were for softball while bowling and volleyball tied for second place.

To use the mini-survey responses as an indicator of the activities of all NESRA members, based on the responses we received, we projected the following figures to represent the association.

We asked our members "How many of the following sports teams do you have at your organization?"

Table I charts the projected total number of the following sports teams NESRA represents.

As Table I indicates, NESRA represents a substantial number of sports teams. In addition to offering a variety of team activities for employees to participate, NESRA members own the facilities on which employees play.

Table II displays the projected number of most popular fields and courts NESRA members own.

In addition to the most popular facilities owned shown in Table II, some NESRA members are also known to own swimming pools, golf courses, tennis courts, archery ranges, rifle/pistol and trap/skeet ranges and other facilities.

In addition to organizing teams, developing schedules and providing officials, NESRA members also purchase uniforms and supplies for sports activities. When asked, "For which teams do you purchase either team shirts or team uniforms?," respondents most often replied that they purchase team uniforms for softball, basketball and volleyball teams. Therefore, when you look at how many total teams there are for these sports, NESRA members could be purchasing up to 238,172 basketball uniforms and 279,006 volleyball uniforms. A fraction of these numbers may represent those NESRA members which purchase team shirts rather than complete uniforms. NESRA members are buyers of imprinted clothing.

Respondents are close to the action. They are the ones responding to employees' needs and wants when it comes to team play. NESRA members listed some of the trends they see in team play. They've

TABLE II

### Most Popular Sports Facilities Owned by NESRA Members

*(Projected Figures)*

|                   |     |
|-------------------|-----|
| Basketball Courts | 262 |
| Football Fields   | 333 |
| Soccer Fields     | 381 |
| Softball Fields   | 428 |
| Volleyball Courts | 309 |

TABLE I

### Number of Sports Teams NESRA Represents *(Projected Figures)*

|            | Men's  | Women's | Coed   | Avg. no. of participants per team |
|------------|--------|---------|--------|-----------------------------------|
| Basketball | 20,400 | 260     | 992    | 11                                |
| Bowling    | 35,700 | 12,750  | 10,200 | 7                                 |
| Football   | 5,100  | —       | 118    | 14                                |
| Soccer     | 3,188  | 142     | 756    | 16                                |
| Softball   | 22,950 | 1,629   | 17,850 | 18                                |
| Volleyball | 7,650  | 3,612   | 10,200 | 13                                |
| *Other     | 8,476  | 189     | 3,542  | 17                                |

\* Golf, hockey, chess, cricket

noticed an increased demand for volleyball teams. Some say there's a few twists to volleyball including two-men volleyball and sand volleyball and a demand for more co-ed teams. The number of softball teams is increasing and respondents say golf is becoming more of a team sport.

## Individual Sports

Golf is the most popular men's individual sport among respondents. The projected figures to the question "How many individual participants do you have in the following individual sports?" shows NESRA represents 300,900 men golfers. These figures also indicate the second and third most popular individual sports among men are billiards/pool with 175,950 players and swimming with 158,100 swimmers.

Our mini-survey reveals women most often participate in fishing, with 114,750 fishers, followed by 71,400 women golfers, 58,650 runners and the same amount of swimmers.

Table III displays the projected number of individual participants in various sports represented by NESRA.

When asked if there were any individual sports that are gaining new popularity among employees, respondents replied golf is gaining more attention, walking is attracting more participants and rollerblading is quickly emerging as a popular activity.

Trends in individual sports participation can also be surmised by examining the list of "other" sports written in by respondents. There are employers providing employees with opportunities to enjoy windsurfing, hang gliding, skiing, and mountain climbing. This indicates a definite participation in adventurous activities. Some NESRA member



employees may also participate in cycling and sailing through organized employee clubs formed for these interests. There's an indication of two extremes. While some employees are participating in thrill-seeking events, others are practicing reducing stress as they participate in martial arts courses.

TABLE III  
**Number of Participants in Individual Sports Represented by NESRA**  
(Projected Figures)

|                  | Men     | Women   |
|------------------|---------|---------|
| Archery          | 10,200  | 2,196   |
| Billiards/Pool   | 175,950 | 2,644   |
| Fishing          | 42,892  | 114,750 |
| Hand/racquetball | 28,050  | 7,650   |
| Golf             | 300,900 | 71,400  |
| Trap and Skeet   | 25,500  | 10,200  |
| Rifle and Pistol | 17,850  | 2,267   |
| Running          | 119,850 | 58,650  |
| Scuba            | 15,300  | 10,200  |
| Swimming         | 158,100 | 58,650  |
| Tennis           | 81,600  | 53,550  |
| Walking          | 43,350  | 45,900  |
| * Other          | 20,400  | 12,750  |

\* boxing, cycling, hang gliding, martial arts, mountain climbing, sailing, skiing, snowmobiling, tae kwori do, rollerblading, windsurfing.

## Sports Supplies

To meet the needs of their employee sports enthusiasts, employee services and recreation managers are supplying teams and individuals with the equipment and items needed to participate in the above mentioned sports. This also includes purchasing items needed to maintain the various courses and fields owned by NESRA member companies.

Based on the results of this mini-survey, purchasing sports items is part of an employee services and recreation manager's routine. They are responsible for a wide range of items.

Table IV displays the projected figures for the sports items NESRA members purchase. NESRA members collectively represent a sports market suppliers cannot ignore.

TABLE IV

**Number of Sports Items Purchased by  
NESRA Members in a Year  
(Projected Numbers)**

|                         |             |                      |             |
|-------------------------|-------------|----------------------|-------------|
| Bases                   | 10,200 sets | Table Tennis Balls   | 22,950      |
| Basketballs             | 7,650       | Table Tennis Paddles | 2,408       |
| Basketball Baskets/Nets | 3,754       | Table Tennis Tables  | 2,054       |
| Bats                    | 3,754       | Pool Balls           | 142 sets    |
| Dart Boards             | 10,200      | Pool Cues            | 5,525       |
| Footballs               | 1,582       | Racquetballs         | 7,650       |
| Golf Balls              | 15,300 doz. | Soccer Balls         | 2,503       |
| Handballs               | 24          | Soccer Nets          | 425         |
| Horseshoes              | 826 sets    | Softballs            | 163,200     |
| Ice Packs               | 7,650       | Squash Balls         | 47          |
| Line Markers            | 142         | Tennis Balls         | 21,038 cans |
| Picnic Tables           | 3,282       | Volleyballs          | 5,100       |
|                         |             | Volleyball Nets      | 1,653       |

## Conclusion

NESRA members represent a very active group of employees. As employee services and recreation managers, NESRA members spend a substantial amount of time promoting sports activities, organizing teams,

developing schedules and purchasing sports supplies.

This mini-survey clearly shows sports are very popular among employees. It also indicates that while traditional sports such as softball and basketball are maintaining their participants, new

sports such as rollerblading, martial arts, and windsurfing are emerging as new sports pursuits.

Sports have been a mainstay for employee services and recreation programs and the range of sports available to employees will be expanding in the future.



# What Do You Have In Common With Hospital Gift Shop Managers?

*Hospital Gift Shops did financially well in 1991. This article contains survey results revealing trends in hospital gift shop sizes, staffs, salaries, and management techniques.*

**A**s an assertive employee store manager, you are always looking for good ideas and an increased knowledge of store management. Reading about hospital gift shops can equip you with useful information to enhance your store's operations. You may be surprised to discover what you have in common with a hospital gift shop manager.

Even though hospital gift shops have changing clientele, unlike employee stores, hospital gift shops are similar in the range of sizes, staff and volunteer involvement.

The following excerpts are reprinted with permission from the article, "Gift Shops: A Financial Report," by Binnie Bailey, published in the Spring 1992 (Vol. 33, No. 1) issue of *Volunteer Leader*, an American Hospital Publishing, Inc., publication.

The majority of hospital gift shops had a good year in 1991 despite the economy. As shop managers requested and listened to customers' preferences and adjusted their merchandise mix to fix the needs of hospital employees, patients, and visitors, gift centers thrived.

- Changes instituted in 1991 included more aggressive management, increased shop size and better merchandising. Shops were

also relocated and rebuilt or renovated to improve their image.

- Administration took greater interest in the potential services provided through the shops as well as in the increased sales and profit shops generated.
- Best-selling items included exercise clothing, fine crystal jewelry, and new lines of greeting cards that were funny without being too "far out".
- Buyers and managers searched for new vendors to provide different merchandise. Buyers went to markets more often instead of relying solely on traveling sales representatives or catalogs.
- The number of employed managers rose as volunteer managers either retired or sought relief from this heavy volunteer responsibility.

These were the highlights from the 1991 Bailey National Hospital Gift Shop Management Survey. A total of 636 responses now are in the data base; 110 responses were added during 1991. The data base includes responses from 44 states and one Canadian province.

#### **Staffing, reporting**

**relationships:** Some 60 percent of respondents report their shops are managed by volunteers. Another 28 percent of respondents reported that

full-time managers are employed, and 12 percent of respondents reported using part-time managers.

Some confusion still exists about who supervises gift shop managers since many respondents failed to complete the portion of the questionnaire covering reporting relationships.

From the few respondents that did answer the question, it appears that directors of volunteer services still supervise most gift shop managers. A new trend is for the hospital's chief financial officer to supervise the gift shop in some hospitals.

**Sales trends:** The total volume of gross sales for all 636 respondents was \$78.8 million; the average gross sales per shop was \$123,875.

If we assume that there are some 5,500 hospital shops in the country, total gross sales from hospital gift shops would be conservatively estimated to be \$681.3 million. The reason that this estimate is conservative is that not much data exist on shops with larger volumes of sales. Smaller shops, with less annual gross sales, remain the backbone of the data base.

#### **Cost of merchandising:**

According to respondents, the cost of merchandise averaged 62 percent of gross sales, which is within retail

expectations. Gross profit was reported as 38 percent of sales. Shop expenses and supplies totaled approximately 3 percent of sales; and payroll averaged another 4 percent of gross sales (although wide variations were reported among respondents, with some individual shops spending more than 18 percent of gross sales on payroll).

The average net profit reported was 31 percent of sales, the highest amount since this data base was started. The data base included one shop reporting a 69 percent net profit (the highest profit figure reported). The median net profit reported was 26 percent. Eleven shops reported losses.

**Shop size:** The size of shops is increasing in all areas of the country. Data show that 401 shops (63 percent of all respondents) are under 500 square feet; 178 shops (28 percent of all responses) are between 500 and 1,000 square feet in size; and 57 shops (9 percent of all shops responding) are more than 1,000 square feet in size.

Anecdotally, it seems that many hospitals with a minimum of 1,000 employees are enlarging their shops to 800 or more square feet. Several hospitals having 2,000 employees are building shops of more than 1,000 square feet.

A large number of hospital employees does not necessarily mean a hospital's shop is large. In three hospitals having 4,000 or more employees, shops range from 1,800 to 1,925 square feet.

**Range of net profits:** Only 499 shops provided answers to questions about net profit. Of those that did, the lowest net profit reported was \$100. The highest net profit reported was \$485,583. The median net profit reported was \$16,907. Eleven shops

reported losses; these ranged from a low of \$152 to a high of \$74,000.

**Sales per square foot:** Gross sales per square foot of shop space ranged from a low of \$8 per square foot to a high of \$1,384 per square foot. The median gross sale per square foot was \$206.

**Profit per square foot:** Net profit per square foot ranged from a low of \$6 per square foot to a high of \$396 per square foot. The median net profit per square foot was reported as \$54.

**Salaries:** Seventy-four shops with full-time managers reported salary information. Salaries ranged from a low of \$10,713 to a high of \$39,000. The median salary of the managers of these shops was \$23,700.

Additionally, some 42 shops reported salaries for their part-time managers. These ranged from a low of \$3,274 to a high of \$22,163. The median salary reported for part-time managers was \$12,480.

The data base was analyzed for the top 10 salaries reported by paid managers. When salaries were calculated as a percentage of gross sales, salaries for this group ranged from 6.4 percent to 20.6 percent of gross sales.

**Variables of profitability:** Shop size, the number of beds in a hospital, or the number of employees in a hospital do not seem to be valid indicators of the financial success of a hospital's gift shop. If any single factor can be correlated with the success of a shop, it appears to be the quality of management that runs the shop. Good management can come from volunteers or employed managers. Variations in data indicate that hiring a paid manager doesn't guarantee higher gross sales.

The smallest shop responding—in a hospital with 325 employees—was

130 square feet in size, sold \$45,306 in goods, and had a net profit of 23 percent (\$10,352). Great management!

## Overcoming Special Problems

Shops in smaller hospitals, and small shops in larger hospitals, have unique merchandising problems inasmuch as they have very little space in which to display and sell. Yet, their sales remain high for the most part.

This may explain why the wholesale merchandise market has responded with lower minimum orders for hospitals and greater attention to the need for unique merchandise.

## Conclusion

*Although employee store managers may feel they are in a unique situation, their concerns of dealing with a limited amount of space and for some store managers—of meeting minimum order requirements—are shared with those who operate gift shops.*

*Employee store managers can learn from this survey the trend from volunteer run stores to paid employee operated stores, the importance of becoming aggressive buyers, the myth that large stores are more successful stores and the weighted value of effective store management.*



# Maternity Fraternity

*Here's an innovative approach to prenatal care education.*

by Anne Serra

**W**hile most wellness programs promote essential fitness and health in employees, General Dynamics Air Defense Systems Division in southern California has instituted a unique program to address the health of the unborn children of our employees.

## Disturbing National Statistics

Two years ago, the United States ranked 17th in infant mortality among industrialized nations, meaning 16 other countries did it better than we did. Today, we rank a discouraging 22nd, and the numbers aren't improving.

The incidence of low birthweight babies (weighing 5 pounds, 8 ounces or less) and very low birthweight babies (weighing 3 pounds, 5 ounces or less) varies across the country but averages around one in every 12 babies born. According to the March of Dimes, most low birthweight babies are preterm, however some are born full term but are growth retarded.

Low birthweight babies are at a higher risk for respiratory distress syndrome, jaundice, anemia, heart

failure, bleeding in the brain and other life threatening problems. Low birthweight contributes significantly to mortality statistics in our country.

I attended a Bureau of National Affairs annual conference in Washington D.C. in November of 1990 where Irene McKirgan, March of Dimes national director of community services, spoke to the attendees on this subject.

During her presentation, McKirgan explained that a new March of Dimes program called "Babies and You" was being offered to corporate America. This program was designed to educate employees and their spouses in good prenatal care through a series of focused seminars and printed material. Several companies had already started using the program and were experiencing excellent results.

## Developing the Framework

The information I received at that conference was the seed which 12 months later became our division's first prenatal care education program, "Maternity Fraternity."

We formed a committee

comprised of employees who had the most knowledge of the kinds of problems we had and the tools to address them. Committee members included representatives from our Medical Office, Health and Safety, Employee Services and Benefits.

Several facts surfaced during an investigation into our own experience at General Dynamics:

- 1) Too many women did not report their pregnancies to the Medical Office until after their first trimester—some waited until as late as their seventh or eighth month,
- 2) even though everyone has medical coverage, some were not seeing a doctor until halfway through their pregnancies,
- 3) paperwork was not being returned to the Medical Office promptly so the company was not alerted to hazardous materials the employees might be working with, and
- 4) although most of our health insurers were not providing us with information concerning our newborn experience, we did receive some data from our self-funded plan which indicated that the company was paying for many high-cost births.

Unhealthy newborns can accumulate medical expenses of anywhere from several thousand dollars to hundreds of thousands. At

one of our divisions alone, a half dozen newborns cost over \$100,000 each during just one year!

My division's claims experience was not as high as some others, but we decided there was certainly room for improvement. The model we developed could then be offered for implementation at our other divisions around the country.

We received a lot of support for this project from our corporate human resources management as well as our divisions'. This had to be in place in order to create an ongoing and successful solution.

## Program Development

We found that some of our healthcare providers offered prenatal care education programs to those covered by their insurance. Some were incentive programs and some were not. After reviewing these programs, we felt that we wanted to offer the same service to all of our employees regardless of which insurance they had. To that end, several of our HMOs provided very helpful information and assisted us in brainstorming some structural ideas.

Our March of Dimes representative, Debbie Mueller, community services director for the Inland Counties Chapter, was also very instrumental in helping us design the program. We felt that her organization's "Babies and You" seminars should be an integral part of the program and found their low-cost print materials provided the additional information needed.

Our biggest concern was how to ensure that those employees who needed the information the most would indeed get it. Typically, there

are employees who naturally and regularly involve themselves in self-improvement. These women, when they become pregnant, read the books, listen to the tapes and go to the seminars anyway. The women who don't do those things were the ones we needed to target. In addition, their husbands needed to learn too.

For that reason we chose to include an incentive in the Maternity Fraternity program. The incentive had to be affordable to the company, but good enough to cause women not only to want to join, but to remember it was available as soon as they found they were pregnant. We chose six gifts as our incentives: A car seat, a playpen, a port-a-crib, a swing, a stroller and a \$50 gift certificate for Toys R Us. Each member employee could earn one of their choice by accomplishing the requirements of the program.

## Qualifying Requirements

We felt that employees and their spouses should be allowed to join Maternity Fraternity anytime during their pregnancies so they can get important prenatal information. However, if they want to earn the incentive gift, they must complete certain requirements, the first of which is that they are indeed pregnant.

**Reporting Pregnancy:** The early reporting of pregnancy to their doctors and to our Medical Office is so important to the health of their unborn babies. Employees must report their pregnancies within the first trimester—no exceptions.

**"Babies and You" Seminar:** We chose the "ABCs of Healthy Childbearing" as our required

seminar. The class is held quarterly so it is available to every member sometime before the end of the fifth month of pregnancy. It is a two-hour seminar presented by a volunteer expert from the community. Maternity Fraternity members are given the opportunity to get answers to questions about prenatal care, the effects of substance abuse, nutrition and other behaviors during the class. Husbands are encouraged to attend with their wives.

Because the seminar is held after work, a light meal is offered before the seminar starts. It usually consists of healthy items like, fruit, cheese, whole wheat rolls, juice and milk.

**Videotape Viewing:** Since the seminar may occur several months after membership begins, the member may not get some vital prenatal care information early enough in pregnancy to make a difference. So we decided to require members to watch, at the worksite, a videotape on prenatal care as soon as they joined. Many wanted to take it home so their families could watch it, too, which worked out even better.

## Other Facets of the Program

Both expectant employees and the expectant spouses of male employees can join. Both husband and wife are encouraged to participate.

As soon as Employee Services receives a membership application, the new member is sent a New Member Packet. The packet is filled with pamphlets, booklets and fact sheets on prenatal and postnatal care, a matrix chart of classes that can be taken at local hospitals, local childcare resource and referral phone numbers, poison control hotline

numbers, a list of videotape and reading resources available and a membership card.

We developed Employee Resource Centers to complement the program. They offer a variety of excellent videotapes and books on prenatal and postnatal baby care on a lending basis. These popular centers are open to all employees. New books and tapes are added as budget allows and as good resources are found.

Employees are given a gift voucher when they join Maternity Fraternity and it is signed off by an appropriate person as they meet each requirement. The seminar is always the last requirement so the vouchers are turned in then and their gifts are ordered. Gifts are ordered from a nationally known company at a discount and they are shipped directly to the plant where employees pick them up. Gift certificates are purchased at a local Toys R Us.

This year, Maternity Fraternity fielded a small team of graduate parents and kids to walk in the March of Dimes' annual fundraiser, WalkAmerica. Most walked with their babies almost the entire nine-mile route carrying balloons with the birthweight of their babies written on them. Parents received adult T-shirts from the company and their babies received little T-shirts from Maternity Fraternity. Since members had to raise pledges to walk, we felt it was a good way to return something to the March of Dimes for what they have given freely to our programing and our employees.

## Results

Most HMOs don't keep or can't keep statistics on newborn health for the companies they deal with, so it has been difficult to get accurate

figures on how we are doing. However, since Maternity Fraternity began in November of 1990, over 140 employees and their spouses have joined and almost all have already gone through the entire program. In lieu of having specific statistics, we have sent out questionnaires asking for voluntary responses to very specific questions such as "In which facets of the program did they learn new information?" "Did they change their behavior as a result?" "How much did their babies weigh when they were born?" "How healthy were they?" "How many days in the hospital?" etc. We have had about a 70 percent return on the questionnaires, which is excellent.

The majority of our members did learn new information from one or more aspects of the program. Many have changed a behavior as a result. The average hospital stay has been about two days.

We have had several miscarriages, several babies with short-term lung problems at birth, but based on the information we have received in the questionnaires, no long hospital stays or expensive procedures. Employees are highly satisfied with Maternity Fraternity and very often comment on how pleased they are to get the amount and variety of information on site. They are also pleased their company has chosen to develop and offer it, especially when budgets are so tight.


## Conclusion

General Dynamics management feels that it is a small investment if we can save a few children every year from suffering birth defects and illnesses that are completely preventable. Not only do these

children benefit, but the parents benefit by not suffering the anguish of worrying about a sick child, and losing time at work or having to quit work because of multiple hospital trips. The company avoids high newborn medical costs and other ongoing costs related to short-or long-term handicap or sickness including not only medical but employees' absence from work.

It is difficult to measure results in a program like this, but we know intuitively that it is making a difference. I believe that it is an employee services department's main mission—to balance employee need with company need wherever possible. We feel Maternity Fraternity is accomplishing that.

We encourage other companies to get involved in prenatal care education in the workplace. There is a whole generation at risk due to the tremendous rise in maternal drug use, AIDS, poor nutrition and poor health habits. The government has long since reached the saturation point in addressing prenatal care. Companies must begin to step in when possible, even if it is on a small scale.

Maternity Fraternity is not a copyrighted concept and General Dynamics is very happy to provide information about it to other companies interested in starting their own programs. In addition, your local March of Dimes chapter can work with you to provide seminars and educational materials on request. 

---

*Ann Serra is the employee services and recreation administrator for General Dynamics Air Defense Systems Division in Pomona, California. Serra serves on the local chapter of the March of Dimes Public Affairs committee and on the board of directors for Developing Aging Solutions with Heart (DASH).*

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# Recreation—A Key To Workforce Diversity

*Providing recreation programs allows employees to share their similarities and overcome their differences.*

by Ken Giannotti

**W**orkforce diversity is a challenging goal that requires commitment, cooperation, and communication. There is no quick fix. The challenge of diversity is to collapse the social and cultural differences between employees, i.e., for employees to better understand and appreciate the different values of their fellow workers. Workforce diversity is a continuous process. The result is productivity with a big pay-off for those companies meeting the diversity challenge successfully. Recreation is a key part of the workforce diversity plan.

Workforce diversity is more than Affirmative Action and Equal Employment Opportunities. Diversity implies working with all differences in people—not only race, religious beliefs, gender, color, age, and physical disabilities—but differences in language, accents, lifestyles, cultures, learning styles, sexual orientation and fundamental values.

An effective company diversity plan includes the employee “recreation experience” as a key plan element. The recreation experience is more than just fun and games, it’s a

powerful unifying force that builds relationships with people you once viewed as highly divergent from yourself. Players on sports teams understand the power of play in diminishing social differences. To watch children of different cultures play together, for the first time, is to witness every known difference evaporate before your eyes. All of you who have been with “people of diversity” understand the unifying power of the recreation experience. It seems to instantly melt away previously perceived barriers. The foundation for relationships are made and communication and cooperation are significantly enhanced through the recreation experience.

The availability of “neutral” or “common ground” facilities such as an employee gym, fitness or recreation facility—with appropriately designed employee recreation experiences—further the success of workforce diversity. Real communication and cooperation are enhanced in informal and nonthreatening environments. Literally and figuratively, the challenge of diversity is to find common ground among differences

so people can work productively together.

Companies that encourage and provide for employee recreation already have a key element of a workforce diversity plan in place. Skilled consultants and informative literature are available to assist companies with the preparation of sound diversity plans.

Companies providing their employees with daily opportunities and places to engage in the recreation experience, along with other essential diversity plan elements, are rewarded with institutional vitality and a motivated workforce.



---

*Ken Giannotti is principle administrator for Lawrence Livermore National Laboratory in Livermore, California.*

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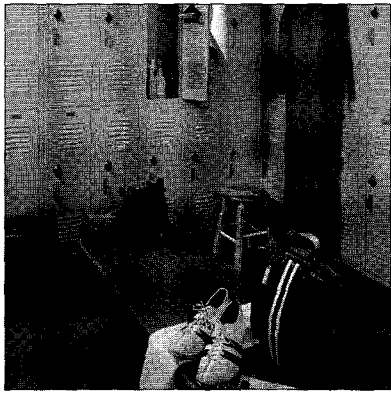
Journal of Employee Recreation Health and Education / September 1992

Programming

for the 24 Hour

Employee





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SEPTEMBER 1992

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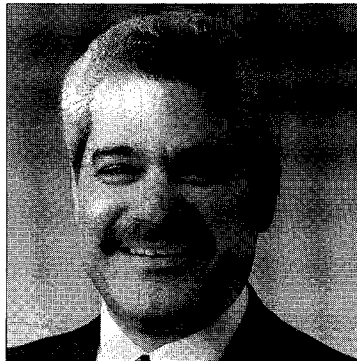
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## NESRA: For All The Right Reasons



by Ken Cammarata  
*NESRA Director of Member Services*

**T**his fall you will be asked to renew your membership either through your local chapter or directly through NESRA. Why should you renew your membership? The reasons, you'll find, are many. NESRA brings you the most authoritative and up-to-date information on employee services and recreation programs. This information is communicated through a variety of media: *Employee Services Management* magazine, *Keynotes* and *NESRA News* newsletters, seminars at the national and regional conferences and through the resource information available to you from NESRA Headquarters.

NESRA provides opportunities for you to communicate with fellow members through chapter meetings, conferences, or over the phone using the information contained in the *Membership & Peer Network Directory*.

NESRA helps you grow professionally and achieve prestige through the certification and volunteer recognition programs. NESRA brings national recognition to you and your company through the National Awards Program. And, NESRA provides you with an avenue to strengthen your skills through chapter leadership, national committee opportunities and service on the Board of Directors. Above all, NESRA is your partner for employee services, recreation and health promotion.

For our local and national associate (supplier) members there are also many reasons for NESRA. You have access to a decision-making audience for your products and/or services. According to our Market Survey, performed by Research, U.S.A., 83 percent of NESRA members turn to our associate members when developing discount programs.

We save you the time of researching a contact person for each of our organizational members, since we provide the contact person. The NESRA member is the individual you want to reach with your message and according to what the members tell us, they are interested in hearing from you.

Take advantage of the knowledge and experience the association has gathered over the last 51 years. I know it's an overused cliché but, don't "reinvent the wheel." Use all the resources the association has to offer.

During my eight years with NESRA, I've had the opportunity to meet some of the nicest and hardest working people I know—NESRA members. Sometimes I don't know how they find the time to do all the things they do. In my discussions with them, they tell me they are members and will continue to be so because NESRA helps them grow. NESRA is there when they need it. Others say they renew simply because it's important for them to belong. Some have even told me, perhaps tongue-in-cheek, they fear they will miss something important if they are not a member.

Keep in mind that NESRA, like any association, is here to serve you, the member. Without you, there would not be a NESRA. You call the shots. You tell us what you need to do your job and it's up to us to meet that need through either an existing or new service. You help NESRA maintain its position as the leading voice in the employee services and recreation field.

The reasons for belonging to an association are as varied as the members themselves. Some of the more popular tangible reasons include keeping current and up-to-date on what's new, making contacts with peers, acquiring new ideas and techniques and learning as much as possible about the business or profession the association represents. Some intangibles include prestige, recognition, security and professional identity. When you joined NESRA, either through a local chapter or through NESRA Headquarters, I'm sure it was for one or more of the above reasons.

So this fall, when you're asked to renew your membership for 1993, say "yes"—for all the right reasons.

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### Reduce Dry Cleaning Bills

The yearly cost of dry cleaning is around \$300 to \$600, according to respondents to a *Money* magazine poll, says *Successful Meetings*. Dry-cleaning charges have increased 10 percent since 1988, and are likely to climb even higher in 1992: Proposed environmental protection regulations go into effect later this year, and some cleaners will face hefty charges to install or retrofit equipment with low-emissions standards.

To reduce or avoid dry-cleaning problems and costs, follow these helpful suggestions:

- If you have any questions about the fabric, ask the cleaner to do a test on an inconspicuous part of the garment.
- Don't be fooled into paying more for "French Cleaning." There is only one method of dry cleaning.
- Don't patronize cleaners who charge more for women's clothes—it's illegal. If prices are not unisex, complain to the state attorney's office or your city's community affairs division.
- Read labels before you buy clothes, and consider wash-and-wear fabrics such as cotton and ramie.
- Think twice before buying the following: Silk is the most expensive fabric to dry clean; pleats, many cleaners charge 15 to 20 cents per pleat for pressing; and sequins and bead garments, high-temperature solvent can wash off dyes or melt ornaments.
- Don't take your favorite sweater to a new cleaner. Start with something you can afford to lose.

For trouble with clothes that have inadequate care instructions, contact the Federal Trade Commission, Correspondence Branch, Washington D.C. 20508. Your local Better Business Bureau will send damaged goods to the International Fabricare

Institute, (301) 622-1900, or you can contact your local or regional dry cleaner's association.

### Vacation During Downsizing

A study released by Philadelphia-based Right Associates discovered that companies offering employees unpaid vacations during downsizing not only reduced layoffs but also built healthier companies, says *Personnel Journal*.

Eighty-seven percent of the executives from organizations using unpaid vacation time reported the ability to maintain a lean workforce, while only 73 percent in the overall study population reported the same. A better competitive position was reported by 82 percent of those using unpaid vacations versus 65 percent for all respondents. Other findings included a better financial position, reported by 81 percent versus 70 percent, the ability to continue research and development reported by 59 percent versus 45 percent, and the ability to introduce new products or services, which showed a 10 percentage point difference of 51 percent versus 41 percent.

### Optimistic Twenties

Eighty-nine percent of working Americans in their twenties are optimistic about their own careers and financial prospects in the next decade, reports *Fortune* magazine. Ninety-two percent think they live as well as or better than their parents did at the same age.

Eighty-one percent of the respondents in their 20s say drugs are a major threat to the American way of life. Only 31 percent think the

U.S. will have a more important role in the world in the next 10 years, and 55 percent are pessimistic about the nation's economic prospects over the decade.

Their optimistic viewpoint extends to their view of the American dream. Only 21 percent say the most important measure of living the good life is financial success, and 4 percent believe that the criterion is owning a home.

The rest of the respondents are more concerned with the acquisition of intangibles: A rich family or spiritual life, a rewarding job, the chance to help others, and the opportunity for leisure and travel or for intellectual and creative enrichment.

### Suppressed Anger Causes Cardiovascular Disease

In marriages where both the wife and husband suppress anger, the wife is four times more likely to die or suffer cardiovascular disease than are wives in marriages where one or both of the spouses express their anger, says a University of Michigan study.

The study also showed that: Wives' mortality rates from cardiovascular disease ranged from no deaths when both spouses expressed anger to 11 percent when both spouses suppressed anger.

Husbands were affected primarily by their own suppressed anger. Men high on the suppressed anger scale were 2.3 times more likely to die of cardiovascular disease than were husbands low on suppressed anger.

To gauge the level of suppressed anger, the spouses were asked to choose one of five levels of reaction that described how angry they were likely to feel when a spouse yelled at

them for something that was not their fault. They were also asked to choose a phrase that would describe how vigorously they would protest the injustice. The answers were then merged into a total suppressed-anger index for each spouse.

## Changing Living Areas

The shift to larger and more complex kitchens is propelled by several trends, says *American Demographics*. One reason is the increasing emphasis on caring for the environment. Americans today need space for recyclable materials.

Health-conscious cooks are also changing kitchens. Consumers are buying more fresh foods that require refrigeration and fewer canned foods that sit on a shelf.

The biggest change in kitchens have come from working women: As more women enter the workforce, fewer women have time to shop everyday. Women who shop infrequently need larger refrigerators and more storage space.

For working women, these appliances have become necessities: Microwave ovens, dishwashers, easy-to-clean surfaces, convection ovens that cook larger foods faster, oversized refrigerators and freezers, lots of counter and storage space, and a nearby laundry room, according to Maytag's Survey of 100 Certified Kitchen Designers.

## Privacy Rights Bills Send Message

The recent passage of legislation in West Virginia and Wyoming protecting workers from being fired or denied employment if they smoke

off the job sends a powerful message to all legislators and employers across the country, according to the American Civil Liberties Union. (ACLU).

With the passage of these bills, 23 states will now have legislation that protects workers for their private use of legal products or choice of legal activities outside the workplace.

While such legislation may seem unnecessary, discriminatory workplace policies based on an employee's legal and private lifestyle choices and activities are becoming an important issue for workers in this country.

According to a recent study conducted by the Bureau of National Affairs, 19 percent of employers now have hiring policies that either give preference to nonsmokers or refuse to hire smokers.

## Breakaway Bases Prevent Injuries

More than 40 million Americans participate in organized recreational softball leagues. Another three million play Little League, high school, college or league baseball. Softball and baseball are our nation's leading sports and also the leading cause of all recreational sports injuries, says the American Orthopaedic Foot & Ankle Society.

Most of these injuries occur when players slide into bases. Recreational softball players sustain more than 1.7 million base sliding injuries every year—360,000 of them serious enough to require hospital emergency room treatment. Medical treatment for these injuries cost the public \$2.1 billion annually. These costs could be virtually eliminated simply by installing breakaway

bases on all playing fields.

Breakaway bases work very simply. Seated on grommets attached to anchored rubber mats holding them in place during normal play, they pop off when a player slides into them. They do not detach during routine base running. In contrast, the traditional stationary base, bolted in a metal post and sunk into the ground, is a rigid, fixed base that takes five times as much force to dislodge as a breakaway base.

## Booking Talent

According to *Meeting News*, the following dos and don'ts of booking speakers and entertainment will help you match talent to your diverse audience demands and keep within your budget.

1. The Basics. Depend on references and visit with the talent's clients. Don't be afraid to ask too many questions. When you are booking a speaker, have more than one alternative and be flexible. Plan to view the entertainment or hear the speaker firsthand. Once the entertainment is booked, maintain professionalism.

2. Audience. Planners should have a thorough knowledge of their audience to book the most appropriate speakers or entertainers.

3. Speakers. When you are choosing a speaker, ask yourself what you want the speaker to accomplish. Go over the program with the speakers.

4. Offense. If you think there is a possibility that a specific entertainer will offend someone in the audience, your best bet is to look elsewhere. Remember that hiring a comedian is risky.

5. Cutting Costs. There are two cost elements to booking

entertainment: the cost of the act and the cost of the production. Look at your total cost.

6. Star Power. If you hope to draw an audience or attention to your organization, a big name can do the job. Hiring a celebrity has its disadvantages as well. The riders that usually appear attached to the contract may not be worth it.

7. The Contract. Everything agreed to should be written down in a contract and understood. Contract riders should be explained and negotiated in detail.

8. Production Company. A production company has to provide balance and make sure artists get what they want, but it also has a fiduciary responsibility to the planner.

## Benefit Survey Results

A survey conducted by The Bureau of National Affairs, Inc. and the Society for Human Resource Management as reported in *The Fact Finder*, says human resource activities cost companies nearly \$700 per employee in 1990.

The study also found:

- HR department costs in 1991 outpaced 1990 expenditures in most responding firms.
- Human resources department staff levels as a proportion of the workforce have been remarkably stable for more than a decade.
- HR expenditures per employee declined as workforce size increases, from \$1,279 per capita in 1990

among employers with fewer than 250 workers to \$356 in companies with 2,500 or more employees.

Compensation and benefits functions are likely to be managed solely by the human resources department. Wage and salary administration, job analysis, insurance benefits administration, and pension programs are handled by HR alone in most firms. While the HR department is almost always involved in training and development activities, it often shares responsibility for these functions with other departments in the organization.

Human resources specialists are employed by about half of the surveyed companies (51 percent). HR staff who specialize in benefits,



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employment or recruitment, and training and development are most common.

## On Their Way

Despite the alleged recession, 36 percent of the respondents in a *Frequent Flyer* poll said they are traveling more. Most said their companies have not asked them to curtail or reduce business-travel expenditures. Hotel frequent-stay programs are also popular with those polled.

When asked how many frequent-stay programs they were enrolled in, 43 percent said two or three, 28 percent said four or five, 11 percent said six or seven, and 5 percent said eight or more.

Room upgrades are considered the most valuable perk, followed by free travel, 27 percent, mileage in frequent-flyer programs; 22 percent; and merchandise prizes, 8 percent.

## Smoking Patches

Marion Merrell Dow's Nicoderm and Ciba-Geigy's Habitrol are the first patches on the market to help smokers quit, reports the *Wall Street Journal*. Both manufacturers receive calls from physicians and Ciba-Geigy adds an 800-number for curious smokers.

The patch market is estimated at \$400 million a year by 1995 and other patches are in the works. Doctors caution smokers that they

need to alter their behavior in addition to wearing the patch in order to successfully quit smoking.

## Steady Participation in Racquet Sports

Participation in badminton, racquetball, squash, and table tennis remained relatively stable in 1991, as the number of "frequent" players for all four sports held steady or increased, according to the Sporting Goods Manufacturers Association.

There were slight declines in the number of Americans aged six or over who played badminton and table tennis during the year, while racquetball and squash experienced

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gains. But, when only "frequent" participants (those who play 25 or more days/year) are counted, badminton and racquetball grew in popularity—and table tennis and squash remained unchanged.

Read these facts and figures on table tennis, squash, racquetball and badminton:

- Table tennis is the second most popular American racquet sport

(tennis is #1) with 18,767,000 participants in 1991, down from 20,089,000 the year before. However, the number of "frequent" participants remained stable at 2.7 million. Among "frequent" participants, 68 percent were male; compared to 60 percent among all participants.

- Squash experienced the sharpest growth. There were 680,000

participants in 1991—32 percent more than the 515,000 found in 1990. "Frequent" participation held steady at 150,000.

- Racquetball showed an increase of 50,000 participants—to 9,261,000 in 1991. The number of "frequent" players grew from 1.9 million to 2.4 million. These findings confirm that the sport is more stable after a growth spurt in the 1980s and a subsequent fall-off in participation. Nearly 42 percent of the participants said they planned to play more this year than last.

The study found that racquet sports participants are often involved in other sports and fitness activities such as running, swimming, and weight training.

## Daily Dose of Humor

Since humor helps relieve stress, read these New York Police Department accident reports as printed in *Executive Edge*, for your daily dose:

- The telephone pole was approaching fast. I was attempting to swerve out of its path when it struck my front end.
- I pulled away from the side of the road, glanced at my mother-in-law and headed over the embankment.
- Coming home, I drove into the wrong house and collided with the tree I didn't have.
- The guy was all over the road. I had to swerve a number of times before I hit him.
- I was on my way to the doctor with rear-end trouble when my universal joint gave way causing me to have an accident.

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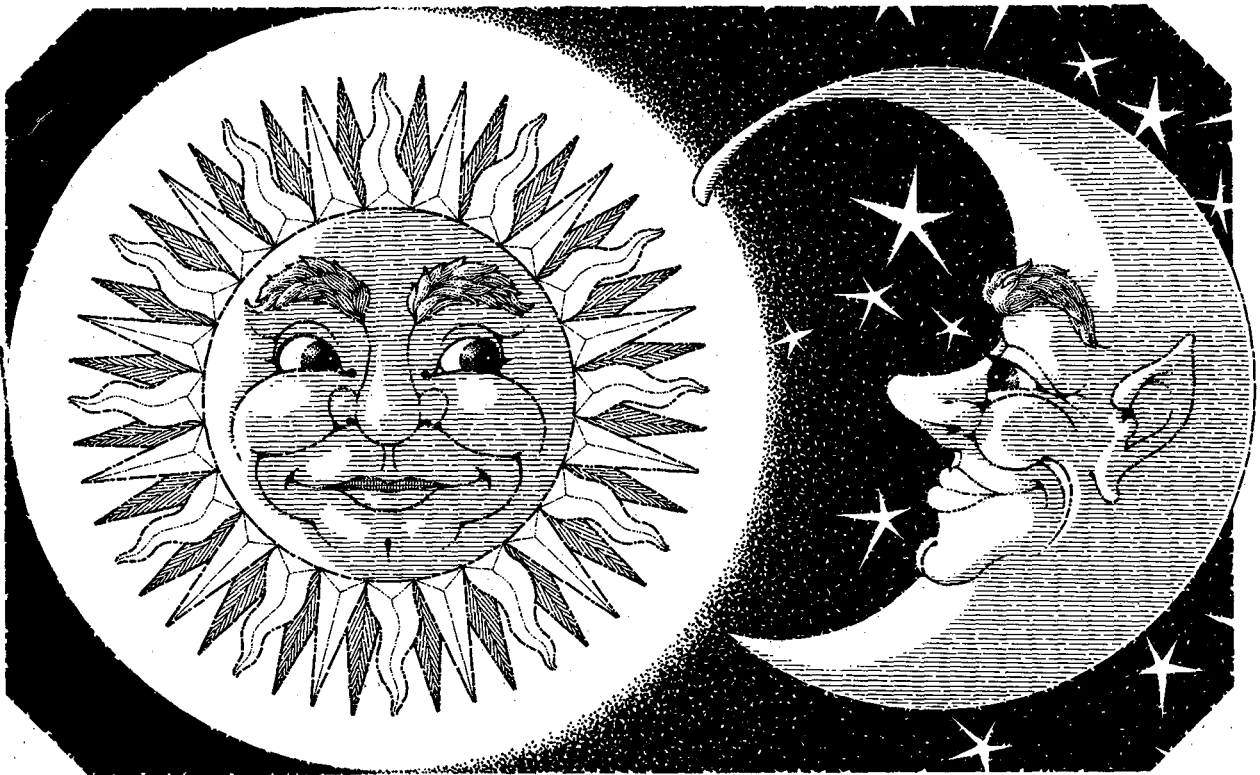
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# Programming for the 24-Hour Employee

*With more and more employees working nontraditional schedules, employee services and recreation managers must present innovative ES&R programs to meet the needs of all employees working all shifts.*

by Chris A. Wilsman, CESRA



**S**ociety is changing and demands for instant gratification are increasing. To remain competitive, numerous businesses are forced to operate under "nontraditional" environments. A trend influencing the employee services and recreation industry is the greater demand for employer-sponsored benefits. Experience tells us that it takes a great amount of energy for ES&R managers in traditional 9-5 workplaces to meet their employees' needs. Recognizing workforce transformations and restructuring, employee services is no longer the exception but rather the rule. Undeniably, special planning is required of ES&R managers in hospitals and other split-shift workplaces to provide ES&R programs to those working nontraditional hours. Yet the tasks need not be cumbersome in relation to current programming endeavors.

This article will focus on some recreation programs

which can be specialized for those employees working nontraditional hours. It will also present some companies that have been successful at programming for the nontraditional employee and their strategies. This article will also present issues faced by program managers such as successful marketing campaigns for the special population, and recognizing corporate trends that dictate how ES&R managers will program for all employees.

## Changing Workforce Demographics

Before one can program for the nontraditional employee, ES&R managers need to be cognizant of the changing workforce demographics. According to

projections by the Bureau of Labor Statistics, in the next decade, job growth will increase the most in the service businesses that often require evening and weekend work (McEnroe, Jennifer, *American Demographics*, "Split-Shift Parenting," February 1991, pp 50-52). ES&R managers need to recognize that just as supermarkets are quick to provide customers 24-hour service, complete with video stores and automatic teller machines, we too, as managers need to include services for the employee who works nontraditional hours. Even the fitness club industry recognizes the 24-hour employee with the opening of 24-hour Nautilus Fitness Centers in California. However, with

technology advancing and competition increasing during periods of slow growth, research indicates that companies are reducing spending and are often reluctant to recognize the changing needs of their employees. ES&R managers are also being squeezed by budget cuts and staff reductions. In spite of these restraints, employees (our customers) and management want to know how we're going to improve services.

We all agree that the main objectives of employee services and recreation programs are to provide positive employee morale, build employee relations, enhance recruitment, increase productivity, and reduce employee turnover. It is essential during economic good times that ES&R managers be motivated to offer low maintenance programs such as a softball league or an aerobics program for employees who work the nontraditional hours.

ES&R managers should be proactive in their approach by being creative and should use new programs and services to serve their employees. New programs can be a means of addressing employee needs as transitions occur within the corporate culture. Then, during the lean times, management will perceive ES&R programs to be low cost, but high value.

Since the economy is requiring more shift and weekend work, split-shift parenting is emerging as the work/family solution of the 1990s. (Soloman, Charlene Marmer, *Personnel Journal*, "24-hour Employees," August 1991, pp 56-63). ES&R managers should recognize the shrinking labor pool and the increasing percentage of ethnic and racial minorities. Women and older adults are also changing the demographics of the workforce. As ES&R managers consider these demographic changes, their programs will continue to be on the cutting edge and be valued by their companies.

## Setting the Foundation

As ES&R managers climb the mountain of program development, an often overlooked employee target population is those split-shift employees who work nontraditional hours. To program for the nontraditional employee, ES&R managers first need to know the specific interests, problems, motivations and barriers for participation of this population.

At the University of North Carolina Hospitals (UNC) a comprehensive employee survey was conducted to develop key components for their Employee Recreation Service. Once the survey was completed the Employee Recreation Association Board of Directors developed program subcommittees to assist in creating employee ownership of the new programs for the various target populations within the hospital. The result has generated many new employee-based ideas and quality programs which are promoted quarterly in newsletters. The addition of an evening shift committee would further assist in addressing the changing needs of this target population.

Another avenue to keep employees involved and interested is the use of incentives. Incentives range from social reinforcers which include recognition, friendship, encouragement and praises, to material reinforcers such as T-shirts,

hats or pens; bonus pay; health insurance rebates; or paid time off from work (McKenzie, James F., *Journal of Health Education*, "Incentives: Getting and Keeping Workers Involved in Health Promotion Programs," March 1992, Vol 23, No 2, pp 70-73).

As ES&R managers begin programming for employees who work nontraditional hours, one must consider the program logistics such as class locations, time constraints, staff resources, participants' work schedules and holidays, to name a few. ES&R managers should be aware of the barriers that keep employees from beginning any program. Many of their excuses or reasons not to participate basically come down to one of two variables. The psychological standpoint is that most employees will not voluntarily begin a program when it is first offered. They will become actively involved when they are reinforced for doing so. That is why incentives have been useful in stimulating and maintaining participation. The other is the psychosocial variable that requires motivation

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which is integral to program participation and behavior change. (McKenzie, March 1992, Vol 23, No 2, pp 70-73.)

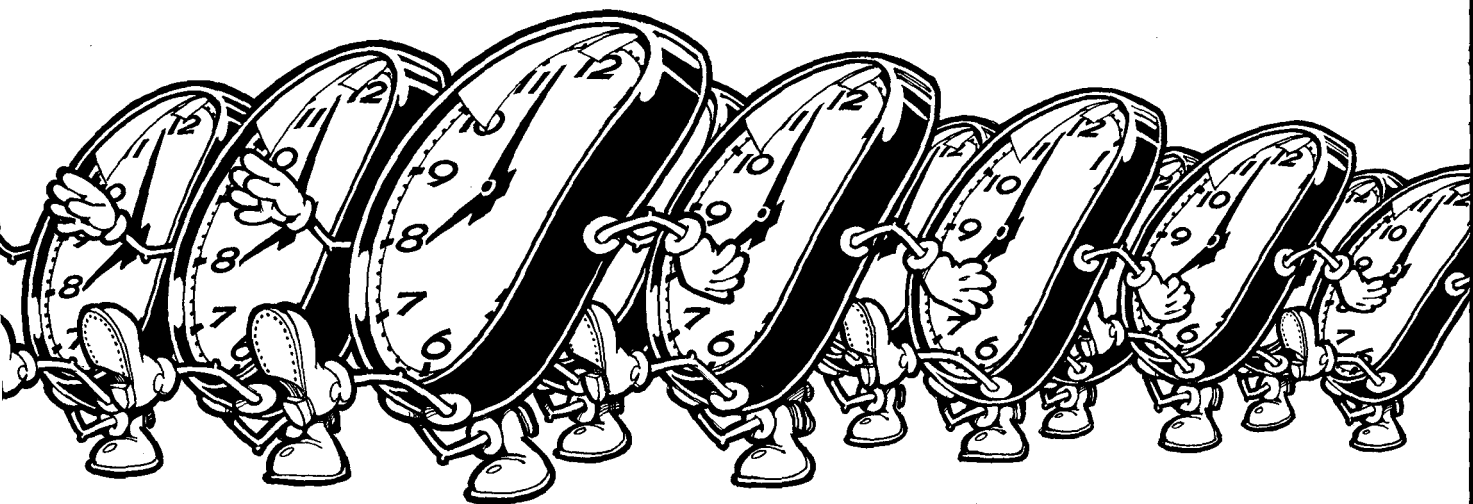
As mentioned, incentives can assist with motivating employees to participate. The social support evening workers receive can be a key element for increasing their job satisfaction. At UNC Hospitals, evening nursing units have monthly parties to enhance employee relations and retention. In programming specifically for the nontraditional employee, ES&R managers are faced with considering the needs of split-shift parents who desire night childcare while trying to uphold the corporate mission. ES&R managers should be aware of the increasingly variable work schedules such as flextime, job sharing, compressed work weeks, and weekend shift employees. According to the February 1992 issue of NESRA's *Keynotes*, employees are putting in 20 percent more hours than a decade ago and this will affect how ES&R managers can program for target populations.

employee. Another means of communicating ES&R programs is through employee referrals. Those evening employees who have participated in a program will provide great advertisement for the program during the next registration period. Why not identify some employees and use incentives to encourage them to recruit more participants?

## Program Examples

The following are examples of successful endeavors serving the changing needs of shift workers.

**UNC Hospitals:** Located in Chapel Hill, North Carolina, UNC Hospitals, a non-facility employee recreation program, recognizes that in order for employees to care for others they must also take care of themselves. To better serve the nontraditional employee,



Secondly, ES&R managers need to know how and where to reach the nontraditional employees with promotional material. Promotional efforts should include a variety of methods. Written communications could include quarterly newsletters, quarterly highlight flyers, bulletin board announcements, paycheck stuffers, elevator posters, building entrance easels, locker-room flyers, restroom stall flyers, and lounge flyers, to mention just a few. UNC Hospitals use a variety of methods to reach a greater number of employees. Presentations at evening department meetings can serve to solicit participation and could in fact attract a few committee members. Another promotional method is the use of evening special events. Many companies duplicate special events for all shifts, such as the annual ice cream social and Christmas party of UNC Hospitals. These events have traditionally been popular and have addressed the isolation issue for the nontraditional

a satellite discount and services counter was set up in the lobby of the main hospital from 7:30 a.m. - 9:00 a.m. and 3:30 p.m. - 5:30 p.m. Clerks handle all film processing orders, discount tickets, travel and resort inquiries, guest hotel discount applications, Pizza Hut discounts, and K-Mart Fleet discount coupons. According to UNC Hospitals' Marion Haywood, evening surgical services nurse supervisor, "The satellite tickets desk in the main lobby has been great. It really helped save the leisure needs of the third shift employee. We feel like we are now part of the hospital." In addition, procedures were changed for program registration to include mail-in registration rather than just walk-in registration. Walk-in registration was impossible for nontraditional employees to register Monday through Friday 8:30 a.m. - 5:00 p.m.. Program participation has increased 33 percent during the past year and 50 percent in the last two years.

Recently, UNC Hospitals celebrated its 40th year

anniversary. In place of their annual picnic an "OlymPicnic" event was developed to celebrate 40 years of excellence. The OlymPicnic was designed to allow all employees an opportunity to participate and then feel a part of the hospital family. Events were staggered throughout the entire week to accommodate all shifts. According to Eric Munson, CEO, the event was so well received that it will become an annual event. Other programs currently being researched include offering a "gift buying service" to all employees and properly promoting it to nontraditional employees.

Arrangements have also been made with a local massage therapy college to provide chair massages at the hospital anytime of the day or evening at a nominal fee. Another way programs are being scheduled around the various work schedules is the use of "Take 10" exercise videotapes. Departments within the hospital use the exercise videotapes throughout the day and evenings to give the employees an exercise break.

**Northern Telecom, Incorporated:** Located in Research Triangle Park, North Carolina. Northern Telecom provides a quality fitness and recreation service which was developed in 1985. Their fitness center which houses state-of-the-art equipment is open 24 hours a day

and is accessed by their security photo I.D. system. During non-staffing hours an emergency button is located within the fitness center for anyone needing emergency assistance. Trent Emmons, employee services and recreation coordinator, just organized a summer midnight softball league. "We wanted to make a special effort to accommodate the second shift employees and it was well received," Emmons said. Northern's goal was to utilize their already existing fields and serve the second shift. This was realized once a second shift volunteer committee was organized. The committee delegated responsibilities to individuals to turn on the softball lights and to keep score. The only nonemployee was the umpire who was paid double per game to call a game at midnight. Emmons adds that the success of their a.m. basketball league, which is held at a local athletic club, the a.m. bowling league, and the midnight tennis league has created a demand for the new softball league. "The employees are the ones who came to us with the idea! According to the supervisors on the second shift, the employee morale and absenteeism has improved considerably since the league began."

**Lee Memorial Hospital:** At Lee Memorial Hospital located in Fort Myers, Florida, its 3,000 employees have access to its 5,000-square-foot community based Wellness Center from 5:30 a.m. - 9:00 p.m. Monday through Friday and on Saturday from 7:30 a.m. - 4:00 p.m. Janine Rust, adult fitness supervisor, has arranged for an early morning aerobics program and health education screenings (cholesterol) specifically for shift workers. "We are committed to help achieve and maintain optimal health for the community and for our employees," Rust said. According to *Modern Healthcare*, employees are looking to hospitals to reduce healthcare costs by providing wellness and health education programs (Jensen, Joyce, *Modern Healthcare*, "Employers look to hospitals to help control costs," August 26, 1991, p. 29). The Wellness Center takes a comprehensive approach to disease, including health-risk assessments, nutritional counseling, stress management and programs for smoking cessation, weight loss, cardiac rehabilitation, physical therapy, and aerobic exercise. Of the 1,100, members 750 are from area companies with 350 coming from Lee Memorial Hospital. Of the 350 hospital members, approximately 20 percent are nontraditional employees who work split-shifts. Perhaps the best reason for employees to join is their employee-member reimbursement program. Employees who use the Wellness Center an average of three times per week, over the course of a year, will be fully reimbursed for the cost of their membership. Rust adds, this is a unique incentive program which is subsidized by the Employee Relations Department. Basically, they are exercising for free and will be reimbursed \$172.50 every 6 months. Employees can't beat that!"

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**S.C. Johnson Wax, Incorporated:** S.C. Johnson Wax, Incorporated located in Racine, Wisconsin is a leader in the corporate recreation and fitness field. They have received numerous national awards over the years from NESRA and from the Association of Fitness and Business (AFB). Their recreation and fitness department has been an integral part in shaping Johnson Wax's corporate culture. What is now being referred to as a "life cycle" approach to employees means that the corporate culture responds to an individual's changing needs. Life cycle recognizes a fundamental way that the employee's personal life strongly influences his/her effectiveness at work and that the corporation must play an active role in alleviating some of the external pressure (Soloman, Charlene Marmer, *Personnel Journal* "24-Hour Employees," August 1991, pp 56-63). Jim Malone, manager of recreation and fitness said, "We just opened our 20,000 square-foot childcare center because we are at a point in our company when the family has shouldered most of the change and now the company is relieving some of that pressure." He adds, "If our employees are happy, it makes for a better work environment, therefore we see more productive employees who are less stressed about their personal lives."

In terms of employee services and recreation for those nontraditional employees, Johnson Wax has three satellite state-of-the-art fitness centers. Similar to Northern Telecom, Incorporated, they are also open 24 hours per day and have an emergency button for third shift employees to use in case of an emergency. Malone believes that the third-shift employee has the best of both worlds because of the variety of programs available at Johnson Wax, employees may participate during the morning or in the evening before their shift begins at 11 p.m.

"We will open any of our facilities—gymnasium, racquetball courts, aquatic center—or part facilities when a group requests special use for after hours. The biggest challenges we face currently are the backshift childcare requests where we keep children until 9:30 p.m. Our main employee age is increasing and there is not a lot of need for childcare during this time frame."

**Adolph Coors Company:** Located in Golden, Colorado, employs 9,000 workers with many of them working various shifts. According to Keith Isenberger, recreation administrator, programming for the nontraditional employee is part of their goal of serving their employees. Isenberger explains, "We have numerous employees who are on the 12-hour shifts that play in our softball leagues. We accommodate them by scheduling games around their work schedules." Coors' Recreation Department has an early morning league for basketball, volleyball, softball, and bowling. They even have enough interest for a noon bowling league. "Having our own park facilities which include softball fields, archery pits, volleyball courts, picnic areas and tennis

courts, makes it really easy for us to serve our employees, especially nontraditional employees," says Isenberger. Coors Wellness Center is very popular with shift employees since they are open until 7 p.m. Monday through Friday. Coors Company also has some special events for all employees. Last year their "Bike to Work Week" provided preregistered employees with incentives as they checked-in at predetermined points throughout the day and evening. Incentives ranged from early morning breakfast snacks, T-shirts, and other items of value. Isenberger indicates employee clubs are in touch with the needs of coworkers and are creatively contributing to program options.

"Our ski club arranges with area ski slopes to offer our employees the same rate, whether weekday or weekend, for lift tickets for 12 days on our group trips. This gives all employee shifts an equal opportunity to participate any day at a specific slope as long as they present their company ID card when registering."

## Ideas, Etc.

ES&R managers should evaluate programs each quarter to determine how well employees' needs and desires are being met. At larger companies ES&R staff may be asked to work during the evening to better serve the nontraditional employee. However, most ES&R managers operate with limited staff resources, and one way to keep consistency and quality in a program is through the use of room hosts. ES&R managers could allow the evening shift committee members to participate free in one of the classes as long as they would serve as a room host as their incentive. The room host would be responsible for the class operations and would provide excellent feedback from the participants and the instructor. A room host could be used to coordinate an evening "Eight Pound Challenge (weight loss) Contest" between different departments. Gaining access to a scale to allow participants to weigh in once a week would be the responsibility of the evening room host. At the end of the eight weeks challenge, the room host could hand out T-shirts for those who achieved their goal weight. If that program is successful, a follow-up nutrition class could be started. Involving the "fun" element can also sell the wellness message to all employees, but especially to nontraditional employees who may need that extra challenge. Congenial instructors are essential for every program.

In the area of special events, Johnson Wax conducts 95 percent of their functions on weekends when most of their employees are not working. UNC Hospitals offer an annual health fair in February to employees and offers early morning hours to accommodate split-shift employees. Since many ES&R programs do not have employee stores, they may offer "hands off" services to

include the nontraditional employee. At this past NESRA National Conference held during April in Nashville, Tennessee, an Iowa-based company displayed a vending machine which dispenses discount tickets for special events such as amusement parks. Employees may be interested in 24-hour telepurchasing, a "hands off" service offering a variety of items featured in booths such as floral arrangements or other convenience items. Both of these services would provide excellent opportunities for ES&R managers to better serve the nontraditional employee by bringing services to them.

## Trends

To determine the employee needs, ES&R managers should conduct market surveys, study the company's demographics, and network with other professionals. Listed below are some trends which may affect how ES&R managers will program for the nontraditional employee.

Companies realize in order to create success they must rely directly on meeting the customer needs with quality service. To accomplish this, companies need to recognize

that to produce a quality product, they need a quality workforce who are less stressed with issues in their home life. By providing family policies at work, employers will reduce employee turnover, absenteeism and increase employee productivity. Some companies allow for extended lunches so parents can visit their children during the workday at the on-site daycare facility.

Dramatic changes in the workforce are creating changes in the workplace and changes in company benefit programs. The number of dual-career families has increased over 200 percent (O'Brien, Penny, *The Best Child-Care Option for Your Employees*, Almar Press, July 1989, p 1). ES&R managers may play a vital role in shaping corporate mentality to acknowledge family issues and to recognize how such programming can be a valuable service for employees. In the April, 1992 issue of *Employee Services Management*, it is cited that emerging in the 1990s are family policies for joint transfers and regional career advancement programs for spouses employed by the same organization. In cases where companies cannot provide a family move, help can be provided for the two-city commuter marriage. ES&R managers will find it challenging to involve employees whose families are not in the same city or state. In these cases, one possible idea would be offering stipends for



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local health clubs or other special arrangements could be made with agencies outside of your service area for the employee.

As discussed earlier, split-shift parenting is becoming a solution for many families. However, ES&R managers must realize that although families will have more money to spend, they will have less time. Programming for the nontraditional employee whose spouse works during the day will be difficult. Perhaps a special family event held on a weekend would appeal to them. Another suggestion might be a one or two-day hobby seminar which would fit within his/her time constraints. Employees will not venture out of their homes in order to be entertained or to participate in recreation programs unless the program topic is of interest and the logistics are convenient.

This is especially true for employees who telecommute from their homes. Arnold Maler, recreation director at Apple Computer in Cupertino, CA, has been part of a focus group who have been telecommuting one day each week for the past seven months. According to Maler, "Apple Computer Company is an innovative company and realized a happy employee is a more productive employee. They implemented the telecommuting benefit as a means to offset pay raises." Maler further adds that Apple reimburses for business phone calls made from home as well as providing a modem for his computer. "I love working out of my home. It saves over two hours of travel time every Thursday," said Maler. He finds that those employees who telecommute are participants in their programs but not as compliant.


## Conclusion

Many ES&R managers have successfully planned programs for their employees but few have included programs specifically for the nontraditional employee who works split-shift hours. For some managers their lack of resources such as facilities, staffing, and finances are the biggest deterrents to programs for this special population. ES&R managers should realize that the larger the company, the more they can offer their employees and the more the employees demand. However, if you have your own facilities, indoor or outdoor, there are plenty of low maintenance opportunities to explore.

In order to contribute to the corporate culture of the company, ES&R managers should make direct efforts to include the nontraditional employee and everyone will benefit. Realize that the employees may not voluntarily begin a program when it is first offered. At UNC Hospitals the Employee Recreation Association Board of Directors act as cheerleaders between the employees and management. They are always supporting and recruiting new participants.

As previously mentioned, facilitate program ownership by developing an evening shift committee and solicit

board members to cheer on and recruit some participants. Enthusiasm builds but so does apathy—but it does not have to. Also, encourage employees and management to negotiate time off during the workday or evening for employees to participate in an activity.

As ES&R managers, we need to develop our programs to identify the cost/benefit to our employees. Have a "What's in it for them?" attitude. Realize each company has its own set of values and style. What may work for you may not for someone else. So keep a fresh perspective, don't underestimate simplicity, and listen to your audience. 

---

*Chris A. Wilsman, CESRA, is the Employee Recreation Supervisor for the University of North Carolina Hospitals in Chapel Hill, North Carolina where he has been employed since 1990.*

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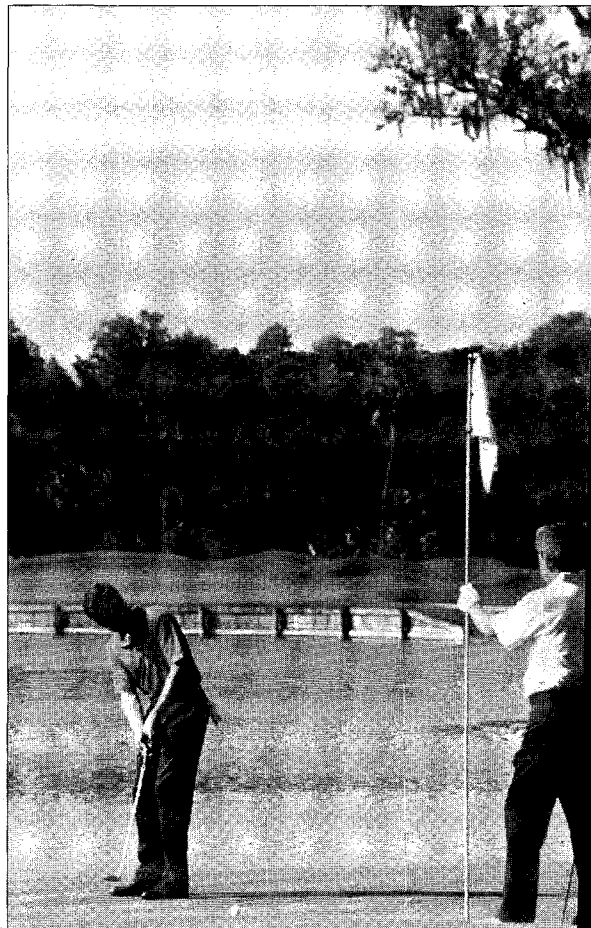
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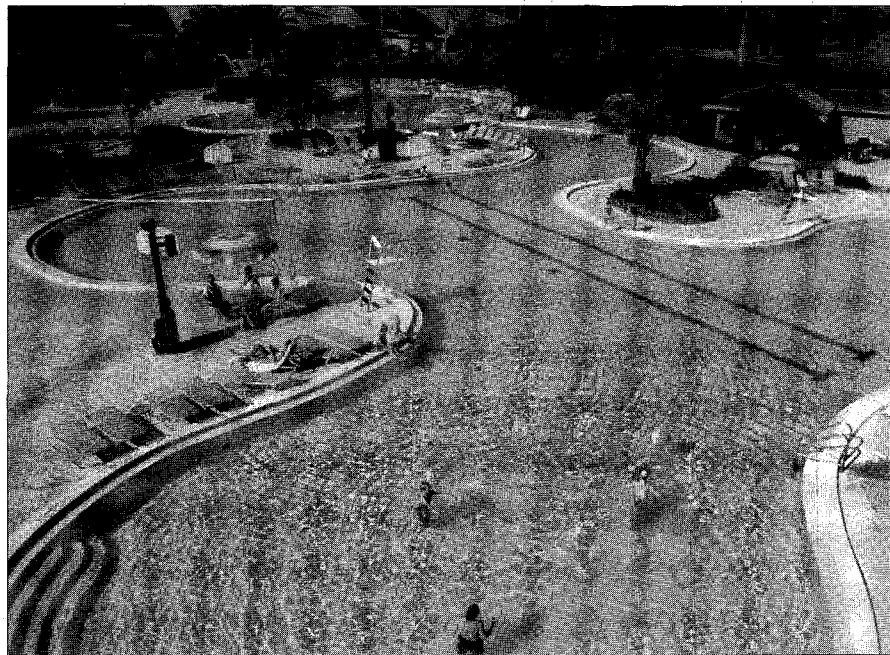
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*Hillsborough County has an abundance of public, semi-private and private golf courses, including a Tournament Players Club gold course. Tampa also hosts the GTE suncoast Classic Senior PGA Tour event. Photo by Gary Clark.*

by Beverly Calhoun  
Conference Chair

**F**lorida's Tampa Bay is one of the most beautiful places in the world and the home of the 1993 National Conference taking place April 14-18, 1993.

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The 1993 Conference Committee is planning some wonderful things for attendees including golf, tennis and water volleyball tournaments for free time and fun.

For those of you who wish to mix

a little business with pleasure, Tampa Bay's central location makes it the most accessible city in the Sunshine State. Come early or stay late and enjoy all the state has to offer.

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*Chris Allen, an animal attendant on the Serengeti Plain at Busch Gardens Tampa, delivers breakfast to a hippopotamus during morning feedings to more than 500 African animals. Busch Gardens has invited NESRA Conference attendees to attend its variety show and to stroll the park on Thursday, April 15, 1993.*

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# Turn Employees into Travelers



*You can provide employees opportunities to explore faraway lands, to discover new cultures and to experience the rapture of beautiful landscapes by offering your employees a travel program. For the purpose of this article, travel is defined as leaving one's own state overnight.*

by Tracy L. Rider

**A**mongst ES&R programs, many companies have experienced great success with travel programs. By developing a travel program, you can plan group excursions or help employees plan their own vacations. According to the Travel Industry Association of America, the travel industry is the third largest retail industry in the U.S. Therefore, it is helpful for employees to have someone to sort out the massive information on travel. As Employee Services and Recreation manager,

operating a travel program within your company will save employees time and money and increase enjoyment of their free time.

## Why A Travel Program?

By implementing a travel program within your company, you are not only offering benefits to your employees but also your company.

Your employees will benefit from receiving great discounted rates on air fare, bus fare, hotels, and even amenities. Some travel agents offer free tickets for quantity reservations. This savings can be divided among participants or—to promote the trip—free tickets can be raffled. Saving money and time while providing enjoyment, is what ES&R is all about. Employees will appreciate you offering the added service of planning their vacation. They are often relieved when



decisions are made and schedules are set. This reduces their stress associated with researching alternatives and creating a trip acceptable to all. The trip is already set up, all they have to do is sign up.

A company travel program enables coworkers to travel together and get to know each other on a social basis. This promotes a friendlier work atmosphere—a place where employees will look forward to working and a company for which employees will want to be productive. Offering a planned trip for employees increases the chance that the trip will be scheduled during nonpeak company time. Another big bonus is that it doesn't cost much to start-up a program and it's not difficult to put one together.

## How To Start A Group Travel Program

When developing a travel program, one of the first things to consider is whether the program will be run by a committee or an individual. The advantages of forming a committee are that more minds may mean more creativity and more people mean more opportunities for delegating responsibilities. Each person can have a specific job and committee members can rotate serving as company travel representatives on trips. Working with a committee also requires making time for meetings.

The advantage of having one

person implement a travel program is that there is one centralized source for information. It will be easy for one person to form relationships with travel agents and one person may enjoy serving as company representative on all the trips. In this case, you may consider having volunteers serve as company travel representatives when necessary.

When beginning a travel program, you should be familiar with your company's policies and procedures. It's best to find answers to the following questions before you begin promoting a trip:

### Corporate Policies

- When are vacations allowed?
- When is someone eligible for vacation time?
- How many employees can be on vacation at the same time?
- Does security approve of your on-site departure place?

### Liability

- Does your company require waivers to be signed and insurance policies purchased?
- What advice does your legal department offer?

### Budget

- What is your budget?
- Is spending money on the travel program in your budget?
- Can you generate funds for the trip?

### Employee Needs

- Where do employees want to go?
- How do employees want to travel—bus, plane, car, train, etc?
- What kind of atmosphere are they looking for—somewhere exciting, relaxing, warm or cold?
- Do they want a completely structured trip or do they want free time to plan their own ventures?
- What kind of accommodations do your employees need or want—bed & breakfast, resort, hotel, etc.?

Now it's time to begin investigative work. What are the needs of your employees? Send out a survey to find out what kind of trips they're looking for, how they prefer to

travel, etc. Ask them how much they like to spend, their desired length of trips and who they like to travel with.

Once you've established the employees' needs and your company requirements, you can begin the planning process. Betty Sweigart suggests in her article, "Planning the Complete Travel Program" (ESM, September 1988) that novice travel planners work *with* a travel agent rather than trying to *become* a travel agent. The travel agent will take care of details and assume responsibility. As you gain experience, you may wish to do those things and pass along even more discounts to your employees. However, when first starting out, check out one to three local travel agents/agencies that you feel are qualified to meet your needs, reasonably priced and easy to work with. Ask for references and talk to other area companies to see if they have a good reputation. Have a financial check run on them.

Remember, you will be trusting them with your employees' money. Also, check to see if they are a full-service agency that handles all types of travel—groups, corporate, and convention travel.

Request bids from these agencies. Sweigart suggests you ask them to prepare bids which include your desired items. Among her suggestions are:

- Round-trip motorcoach transportation between your company and point of departure.



## 10 Easy Steps to Your First Trip

Now that your travel program is all set up, here are 10 easy steps to planning your first trip.

1. Choose a destination in which your employees expressed interest and work out every last detail with the travel agent.
2. Evaluate bids.
3. Sign contracts after careful scrutiny by legal counsel.
4. Price the trip. This is crucial. Employees are familiar with the cost of travel. They are also looking for quality trips at discounted prices. Group travel usually lends itself to lower prices, but stay competitive. If you are going to incorporate another fee to make a profit on the trip, keep it very low. The low price will draw employees to your program.
5. Advertise. Depending on what type of trip it is, determine how you will market it to employee groups such as those by age, marital status and social group. Develop effective pieces and place them strategically throughout the company. Tell employees how they can sign up. Consider using flyers, brochures, videotape presentations, paycheck stuffers, lunch table-tents, newsletter articles and electronic mail messages.
6. Hold sign-ups/reservations. Be organized, especially if there are waivers to be signed and deposits made. Streamline your procedure to be sure the process is consistent and complete.
7. Hold a general meeting of participants to make sure they understand all rules and policies of the company, travel agent, hotel, and transportation company (if applicable).
8. Make sure you have at least one company travel representative on the trip in case of any emergencies, questions, or problems.
9. Enjoy the trip!
10. After the trip is over, be sure to evaluate it!

- Air, land or sea transportation (scheduled flights preferred—charters acceptable under certain conditions.)
- Hotel accommodations (include choice of first class and budget where feasible)
- Baggage handling, transfers, taxes and gratuities for all included services.
- Insurance options.
- Optional meal plan or Modified American Plan (breakfast and

- dinner included), specifying details, including price ranges.
- Detailed itinerary (including sightseeing or optional sightseeing suggestions).
- Qualified agency tour escort throughout the trip. (Review qualifications of escorts prior to each trip. They can make or break a tour).
- Minimum number of passengers necessary to go at quoted price.
- Cancellation privileges.

Some travel agents will supply you with all advertising material for each trip you plan. Some travel agents prefer to deal with each individual reservation, others prefer that you sign everyone up for the trip and then give him/her a final list of persons going on the trip.

Once again there are questions to be answered before you proceed:

### **Travel Agents/Agencies**

- Who are you going to use?
- Do they have a good reputation?

- Have you checked their references?
- Are they easy to work with?
- Do they understand your needs?
- Are they a full-service agency?
- Do they provide promotional advertisements?

#### Group Discount Programs

- How good are the prices?
- Are there required numbers to receive the discount?

#### Payment Plans

- What kind of payment do they accept—cash, check, credit?
- Do you have to put down a deposit?

#### Refund Policies, Deadlines, Cancellations

- What happens if the trip is cancelled?
- Will you get your money back if something happens?



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- What happens if someone in the group suddenly cancels?

#### Liability

- To what extent are they insured?
- What happens if someone gets hurt?
- Do they require groups to sign a waiver?

#### Hidden Costs:

- Are all meals included? Tips? Who gets tipped?
- Are there any parking costs?

## Trends

After talking to several different travel programmers such as those representing the City of Scottsdale, CIGNA Corporation, and John Hancock, there were some noticeable trends forming. Participants in my informal survey say for the most part, 35-45-year olds are going on a lot of the trips, but the most up-and-coming group is the mature traveler (55 and up). The most popular destinations for travelers are Caribbean Cruises, taken primarily by 35-45-year olds; Florida, visited primarily by families and mature travelers; and Europe and Canada, appealing most to mature travelers. Because the trends are pointing more and more to the mature traveler, the popular forms of travel are changing. The mature traveler prefers traveling domestically by bus or RV instead of by airplane.

There is also evidence in the trends of what men and women look for in a trip. According to Travel Industry Association, men like trips that include outdoor recreation (71.6 percent), sightseeing (66 percent), sporting events (40.2 percent), rest and relaxation and good dining (51.1 percent). On the other hand, women prefer shopping (54.7 percent), new experiences, adventure, sightseeing (74.1 percent), and good dining (65.8 percent). When planning a trip, you should try to incorporate activities for both genders.



## Conclusion

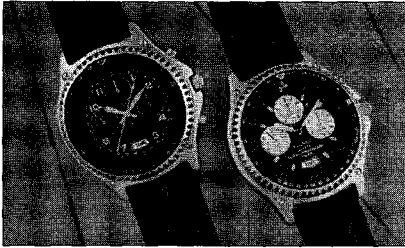
Providing an employee travel program gives your employees a wonderful service. Employees will have opportunities to see destinations they may not see if they planned their own vacations. Groups gain power in the travel industry. They attract more services and they have the capability to reduce costs. Traveling with coworkers will help employees learn more about each other and how each are motivated. This way both the travelers and their employer benefit from a travel program. Employees will enjoy the opportunity to discover faraway places.



*Tracy L. Rider, NESRA Staff Intern, is a graduate of Western Illinois University with a major in Recreation, Parks, and Tourism Administration. She resides in Long Grove, Illinois.*

## NEW PRODUCTS

### Competition Watches



Pulsar introduces the TechGear Navichron, a man's sports performance watch. This multi-display analog alarm chronograph measures split and accumulated elapsed time, measures 1/10 seconds up to 12 hours and features a 60 minute countdown timer, a 24-hour alarm with indicator, and is water resistant to 100 meters. It also features a navigational slide rule bezel which calculates speed, distance, fuel consumption and climbing altitudes. The TechGear series is offered in 14 different styles.

*For more information, contact Pulsar Time, 1111 Macarthur Blvd. Mahwah, NJ 07430, (616) 724-6404.*

### HR Management System

Spectrum Human Resource Systems Corp. has a HR/Pay, a fully-integrated, PC-based human resource and payroll management system.

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*For more information, contact Spectrum Human Resource Systems Corporation, World Trade Center, 1625 Broadway, Suite 2800, Denver, CO 80202, (303) 534-8813.*

### Golfers Map and Guide

The Golfers Map & Guide by RSG Publishing, Inc. is a complete directory to over 700 Golf Courses in Michigan, Northwest Ohio and Southwest Ontario that allows two golfers to play 500 rounds of golf for the price of one at over 350 participating golf facilities.

*For more information, contact RSG Publishing, Inc. P.O. Box 612, Plymouth, MI 48170-0612, (313) 582-8860.*

### Single-Use Camera Available

Kodak has introduced a single-use 35mm camera with a telephoto lens and high-speed film. The Kodak Fun Saver telefoto 35 camera enables picture-takers to get close-up color images of distant subjects.

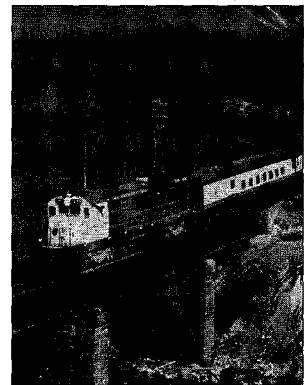


The camera features a simple, two-position exposure lever to set the camera for daylight or floodlight picture-taking. In its down position,

the lever sets the lens aperture at f/22 for bright daylight photos. With the exposure lever in the up position, the camera is set at f/11 for overcast daylight or floodlight situations.

*For more information, contact Eastman Kodak Company, 343 State Street, Rochester, NY 14650-0519.*

### Video Train Ride



Rocky Mountaineer Railtours has produced a 10-minute sales video with a historical overview. The video shows the high level of service and comfort passengers find aboard the Rocky Mountaineer including shots of the views seen during the two-day scenic journey.

Rocky Mountaineer's runs May through October, with 60 departures being offered. Routes run eastbound and westbound between Vancouver and Jasper, and Vancouver and Baniff or on to Calgary. With all tours, one night of accommodations, between the daylight legs of the trip, is provided in historic Kamloops, British Columbia.

*For more information, contact Great Canadian Railtour Company Ltd., Suite 104-340 Brooksbank Avenue, North Vancouver, British Columbia, Canada, V7J 2C1, (604) 984-3131, (800) 665-7245.*



# Gearing Up for the Busy Season

*Fellow NESRA members share their ideas on how to prepare your store, inventory and staff for the rush of the holidays.*

**Marie Kokinos**  
**Services Administrator**  
**American Residential**  
**Mortgage Corporation**  
**La Jolla, CA**

There are two busy times during the year for our Employee Store: Christmastime and Valentine's Day. Christmastime is the most important of the two because people usually start their shopping in November (some as early as October). This article will focus on the December/January holidays.

## Timeline

To meet the needs of early shoppers, merchandise must be available to the customer in October or early November. Planning ahead will help you be prepared for the busy season. The timeline on the following page may be helpful.

## Festive Fairs Outside the Store

While sales are going on in your store, you can hold promotions

outside the store as well. Vendor fairs are very popular during holiday seasons.

American Residential Mortgage has two on-site fairs prior to the holidays. One is a vendor fair consisting of vendors who display and sell merchandise to employees. The Employee Store receives a percentage of the sales from these vendors.

Vendors for your fair or store can be located in a number of ways. The NESRA Membership Directory lists vendors, as associate members, and members who have employee stores. It's helpful to contact other employee store managers, not only for sharing of vendors but to communicate ideas and information. Craft fairs, swap meets (or flea markets) and street fairs are excellent places to find vendors. Most of these vendors are small operators who use small space. They often are willing to display their merchandise for a company fair. Vendors who will put items on consignment will lower your exposure since you have not "invested" in the product. Also, you have more flexibility to discontinue the merchandise if it doesn't sell.

Small gift or card shops selling similar merchandise can also be supportive with ideas and wholesale

contacts. Since an employee store is not a direct competitor, information on operation and vendors may be shared more readily.

Our other fair consists of employees displaying and selling crafts they have made. No percentage is received by the store from the employee craft sales. These fairs take place in mid-November or early December and provide convenient shopping for employees.

We advertise for both fairs through the Employee Store Bulletin. New merchandise in the store is advertised at the same time to draw customers in on the days before or after the fairs.

## Summary

Employee store managers can maximize sales during holiday time if they plan ahead, order merchandise early, display items effectively and sell related items. To generate extra income, store managers can schedule vendor fairs and craft fairs to coincide with holiday promotions.

Are you geared up for the busy season?

## Timeline

- **May-June:** Preview suppliers and merchandise for availability, pricing, terms and shipping schedules.
- **July:** Set up a "Summer Clearance Sale" to reduce inventory and make room for new merchandise, usually around the 4th.
- **August:** Take an informal poll of your customers to gather merchandise interests. Begin placing orders for inventory.
- **September:** Another sale can be scheduled for Labor Day if some items don't sell. It is important to remove items that do not sell and then put them back out during the next sale and intersperse them with new sale items. The second sale around Labor Day can be used to drastically reduce merchandise that has not sold previously (even at a reduced price).

Order Christmastime gift wrap, cards, ribbon, tree decorations and bags as well as gift items. This helps make your store "full service." Confirm, with your vendors, that delivery will be prior to October 15th. Finish placing orders by mid-September to allow for delivery time.
- **October-November:** Upon delivery of items, price them and decide how they will be displayed. Most importantly, advertise them when you place them in your store to spark that initial interest. Then advertise them weekly or biweekly, thereafter, to remind your customers of the merchandise available.
- **November-Holiday:** Sell related items. If a customer buys a stocking, be sure they have stocking stuffers. If s/he buys a gift, be sure they buy wrapping paper.

## Denise Marshall Employee Store Coordinator SmithKline Beecham Philadelphia, PA

**T**he Christmastime rush of last year proved to be an overwhelming time for both the staff of the Employee Store and our customers. Consequently, we addressed three major issues:

- 1) Hours of Operation
- 2) Manpower
- 3) Special Service Areas

## Background Information

Hours of Operation: Seven months prior to this Christmas, we relocated into our new corporate headquarters facility. As part of the move process, a survey was conducted to find out the preferred hours of operation of our new store. Participating in this survey, were employees also moving to our new facility. Results tabulated by majority rule, were: 8:00-9:00 a.m. (everyday) and 12:30-2:00 p.m. (closed Wednesday afternoon).

SmithKline Beecham Policy guiding the hours of operation, requires the store to service employees prior to their workday or during their lunchtime.

Manpower: The Employee Store is staffed by one full-time employee (myself) and a 20-hour per week part-time temporary assistant. In addition, several trained "back-up" employees are used when necessary.

Special Services: We are a mini-Post Office all year round, however as you can imagine, there's an increase for this service during the

holiday season. In addition to several hundred packages being weighed and shipped out, Federal Express, Express Mail, Registered, UPS, Certified and Insured mailed are also processed. Approximately 50,000 Christmas stamps were sold, not including regular domestic and overseas postal stamps.

Problems: Smart employees shopped in the morning! The lines during lunchtime were incredible, even though we opened a half-hour earlier. Employees actually waited in line in excess of 15 minutes. They were not happy shoppers. We were also frustrated, unable to expedite sales with one cash register and waiting for customers to decide which method they would ship their package(s).

We decided to transfer the postal services to the Corporate Mail Operations located on the 9th floor, away from the Employee Store, which is located on the 27th floor. Even though signs were displayed and notices were posted, many people waited in line only to be told "You have to go to the mail operations." In addition, we opened a half-hour earlier.

## Planning for Upcoming Season

In April, we conducted four separate Customer Focus Groups. Each group consisted of 15-20 employees who shared negative and positive feedback about the Employee Store. Many issues were discussed including the above areas and other concerns such as product mix and providing additional services.

Solutions: Those employees with half a day or lunchtime meetings wanted to be able to shop prior to

their commitment. We began to open our doors one hour earlier beginning in July. Four trainees are scheduled one week at a time to provide the store personnel lunchtime coverage. They work from 11:30 until 12:30 and then proceed to have their lunch before resuming their primary jobs.

We are currently reviewing our options to purchase a new cash register. Our decision will probably be a system which will be compatible with the existing equipment. The two registers will link together and download to a PC for inventory review and reporting capabilities. Therefore, this holiday season we will be equipped to handle twice as many customers in the same amount of time.

One register will be used in conjunction with the postal operations exclusively, in an attempt to expedite product sales. Also, each

register will have one cashier at all times and one person to bag. We are selecting those employees to begin training in September for this Christmas season.

In addition, the remainder of store operation concerns is on a "business as usual" basis which means, 90 percent of our winter wearables have been selected and on order. In a few months we will begin to order larger quantities of our big sellers and maintain inventories in our warehouse. The remainder of our 10 percent merchandise mix is ordered from miscellaneous holiday flyers I'm sure I'll begin to receive.

In conclusion, we hope our customers will notice our efforts to improve their shopping experiences during the 1992 holiday season. As always we will continue to monitor and institute change as necessary.

## Other Tips

- "Suppliers are knocking on your door early in the year for Holiday orders. You can always order early and have delayed billing and/or delivery." —Edith Beattie, director, John Hancock Mutual Life Insurance Company, Boston, MA.
- "Use extensive point-of-purchase displays including ceiling-hung decorations, to keep customers in a holiday buying mood." —Jim Yasinow, corporate manager, employee activities, American Greetings, Cleveland OH.
- "Our clerks wear red stocking hats and play recorded chorals. Santa even finds time a few days before the holidays to stop by and greet everyone." —Edith Beattie, director, John Hancock Mutual Life Insurance Company, Boston, MA.



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# Essential Ingredients of a Stress Management Program

*Employees will benefit most from a comprehensive stress management program. Read this article to discover how to structure the educational component of stress management as well as to learn about stress reduction techniques.*

by Allen E. Urich

In order to be stress-free, one must be dead. To be alive is to be stressed. Everyone will experience stress everyday for the rest of their lives. Stress causes 70 percent of all illnesses such as hypertension, elevated cholesterol, heart disease, depression, ulcers and headaches. Most individuals do not realize they are experiencing stress because they cannot recognize the symptoms or events that attribute to their stress since stress is a recognized phenomenon of daily living. A stress management program should be a part of every corporate health promotion program. The following article will describe and illustrate the essential topics which should be included for a successful stress management program.

## The Definition of Stress

The health educator must begin by defining stress. Stress is any environmental or internal factor that alters homeostatic equilibrium. In other words, stress is any pleasant or unpleasant experience that changes

the body's chemistry. It must be mentioned that there is positive stress called eustress and negative stress called distress. For example, eustress could include a reunion with loved ones, promotions or vacations. Distress can be arguments, loss of employment or traffic jams. Negative stress and positive stress can be viewed differently by each individual. For instance, one can approach the loss of employment with the attitude of discovering new interests. Another person may have the attitude of worrying how to pay the bills. What may be positive stress to one person, could be negative stress to another.

## Recognizing Stressors

One of the keys of managing stress is understanding and recognizing causes of our stress. A stressor is what elicits the stress response (e.g. the changing of our body chemistry). To deal with stress, we must understand and control the stressors in our lives. A stressor could be crowds, living in a small town or being caught in a traffic jam. These

stressors are termed "environment of the moment." Personalities can be stressors. There are two kinds of personalities which are labeled Type A and B. Personalities labeled Type A are associated with high stress levels and Type B personalities are associated with less stress in their lives. These personality stressors should be defined and explained in a stress management program by the health educator. Other determinants of stress which need to be explained in a stress management program are one's expectations, inherited characteristics, learned behaviors, past experiences and low self-esteem. The key of controlling stress is the modification and adaptation to various stressors.

## Physiological Response to Stress

The second element of a stress management program is the discussion of the three phases of the "General Adaptation Syndrome," which is the response to stress by the body. When stress occurs one responds physiologically (e.g.

physical change within the body). These phases begin with the "fight or flight" mechanism which is how the body prepares itself when confronted by a threat (stressor). This stage is termed as the "alarm phase." This is where the body heart rate experiences an increase; increased blood pressure, breakdown of glycogen to glucose for more energy and increase in muscular tension. The alarm stage is short-term under most circumstances unless the stressor persists.

The next phase is termed the "resistance stage." At this point the threat (stressor) is still there and the body is being broken down and chronic stress persists. The intensity of the threat (stressor) puts the body in overdrive and major medical problems arise. But proper stress management techniques during this phase can be regenerated and reversed to prevent exhaustion.

The last phase of the "General Adaptation Syndrome" is the most severe which is the "exhaustion stage." This stage could be terminal and death could occur, but not probable. Physiologically the body is losing potassium in large amounts and cells begin to die. An effective stress management program's main purpose is to deal with the stressor at the alarm stage so the body is prevented from undergoing the resistance and exhaustion stages.

## Effects of Stress

The effects of stress must be identified in a stress management program. The short-term effects of stress include: Overeating, excessive alcohol consumption, heightened muscle tension, elevated blood pressure and depression. The long-term effects are obesity, alcoholism,

headaches, hypertension, heart disease, chronic anxiety, chronic depression, sleep disorders and memory problems.

## Psychological Response to Stress

Stress does not only have detrimental effects on individuals physiologically, but also psychologically. Therefore, a stress management program should include the psychological response to stress. Individuals must understand that their emotional or psychological response to stress may vary greatly. The person who accepts the challenge of additional work rather than the person who resists what s/he sees as a "burden" will have less stress. The health educator needs to explain the emotional behaviors linked to the psychological stress response. Habits such as smoking, exercising, overeating, undereating and depression are examples of behaviors performed in response to psychological perception of a stressor. Participants need to view life's changing events and other stressors as less distressing by emphasizing the positive aspects and de-emphasizing the negative ones.

## Types of Stress

The explanation of the four types of stress would be an important topic in a stress management program. The first type of stress is the customary, anticipated life events such as marriage or childbirth. The second type is the unexpected life events like death or loss of employment. The third type is progressive, accumulating events such as a traffic jam, parent/child relationship or

standing in a line. The last type is the personal traits stress such as Type A or B behaviors and the styles of communication. The three styles of communication are passive, aggressive and assertive. Any of these could be a stressor to many individuals. These styles of communication should be explained and individuals should be taught how they can contribute and reduce stress especially in the workplace.

## Dealing With Stress

Once they understand and recognize their stressors, they must then learn how to personally deal with them. Stress management techniques need to be taught. The following stress management techniques will aid in relieving stress:

- Participating in stress releasers—talking to a friend, recreation activities, hobbies, or exercise.
- Avoiding or changing the situation causing the stress.
- Changing our attitude or perception of the stressor.
- Relaxing techniques.


It is important to mention that stress releasers can be used in a negative fashion such as drinking, taking drugs, over-or undereating, destructive anger or physical/emotional abuse. Obviously these stress releasers should not be encouraged. Relaxation techniques begin with preparing the body for the activity. The various types of techniques include the quieting response, deep breathing, progressive muscular relaxation, visual imagery, and massage. A good stress management program includes an explanation and demonstration of these techniques. It is vital that the program require participants to practice these techniques.

## Additional Topics for Managing Stress

Another major area that can contribute to stress are lifestyle choices. Therefore, lifestyle choices affect all areas of physiological, intellectual, and emotional health and stress.

Explain that drinking, eating and sleeping patterns can be altered to reduce stress and give instructions for doing so. Also discuss the factors that dealing with time constraints and how we develop relationships will also affect our level of stress. Consider adding discussions on topics such as time management skills, identification of time wasters and communication skills. A stress management program must explain how lifestyle choices help regulate stress levels.

## Conclusion

A stress management program should encourage participants to listen to their bodies and to be aware of the signs and symptoms of stress. The program should teach participants to assess their stress levels, and to utilize productive stress management skills. They should understand health is their most valuable gift and unmanaged stress robs them of their health. A stress management program can prevent them from being prisoners of stress. I encourage every health promotion program to implement a stress management program because stress is the root of so many societal ills. 

---

*Allen E. Urlich is assistant director, BMY Recreation Association, BMY Combat Systems, York, PA, with a Master's degree in health education from Penn State University.*



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## CANDID CORNER

*Continued from page 36*

ES&R managers should ask employees to fill out evaluation forms. Evaluation forms enable employees to voice their opinions on the various activities that are being offered. This improves employer/employee relations which fosters a sense of belonging. Documented evaluations can also help you justify your programs to management.

Evaluations are helpful in every aspect of employee activities. They aid the ES&R manager with planning decisions and they insure employees are receiving quality programs. My responsibility as an employee services specialist is to enhance the enjoyment of leisure time for all NatWest employees in a quality way. Recording employee participation in

activities shows the employees' interest in a program. In addition, it shows the employees' commitment to the program by their eagerness to take time to participate in the event. Overall, it offers a better lifestyle for employees and their families through quality employee services and recreation programs.



*Sharon Poulson is human resources officer for National Westminster Bancorp Inc. in West Hempstead, New York.*

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# Constantly Evaluate Your ES&R Program

*Maintaining an effective procedure to evaluate each of your activities will make the difference between a dull ES&R program and a fresh one.*

by Sharon Poulson

A good ES&R manager constantly gathers employees' ideas, comments, suggestions and recommendations regarding the programs and services offered by his/her Employee Services and Recreation Department.

At National Westminster Bancorp (NatWest), it is geographically impossible to offer the same activities at the same facilities for all employees and their families. However, it is my intention to satisfy *all* my customers (the NatWest employees). To determine what my employees' needs and interests are in general, I periodically visit the branches and departments, frequently discuss activities over the telephone, as well as gather daily responses to employee activity services. This built-in critique keeps me from repeating events in which our employees do not participate. If there is a lack of participation in any of the services, they are discontinued.

When developing evaluation procedures, try to document as much as possible. Documented evaluations can serve as tools to help you justify your programs to management.

Occasionally, an interoffice questionnaire is distributed throughout the bank which asks employees to rate present and potential programs on a scale which

includes very interested, somewhat interested and not interested. This feedback gives me a general idea of which programs are most desired. The areas I ask about range from sports teams, cruises, theatre, arts and crafts, overseas travel, and so on. With the information gathered, a projected participation report is developed. This report helps me plan my activities for employees bankwide. Most importantly, it is a tool for justifying these programs and services to management. The pricing of tickets, seating locations, concerts, sporting activities, car rentals, discounts on consumer goods and travel packages are based on the feedback from this questionnaire..

New ideas are always welcome. When employees offer suggestions for future programs or events, they are evaluated on budgeting purposes, employee participation, geographic location, and value to the employees.

The sporting leagues sponsored by NatWest are well received, as well as the seminars that are conducted such as weight control sessions, smoking cessation, defensive driving and dress-for-success. At the end of these seminars, a comment sheet is distributed to the attendees. Employees are able to make various comments on the overall presentation.

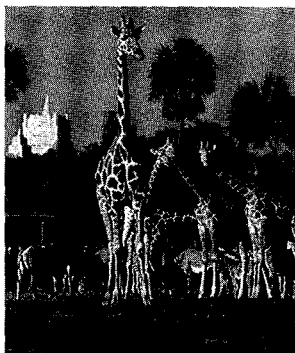
I also make a practice of monitoring my discount program. Based on how many times I've sold out of discount tickets, I'd have to say my discount ticket program is very successful. The suppliers that are referred to me by the NESRA—New York City Chapter offer discounts on appliances, jewelry, cars, etc., at a substantial savings to the employees. Plus events range from concerts and plays to the latest children's favorites to the hottest hits on Broadway. These discounts must always be a value to employees.

Evaluations must take place at every level. I am also responsible for the awards program. Employees are offered the choice of service award accessories as recognition for reaching a milestone in their career and years of services in the Bank. I record the selections to determine which rewards are popular.

## Conclusion

Every ES&R manager should have a system of daily evaluation procedures such as talking to staff and employees and monitoring distribution of discount information. After seminars and other events,

*(Continued on page 35)*



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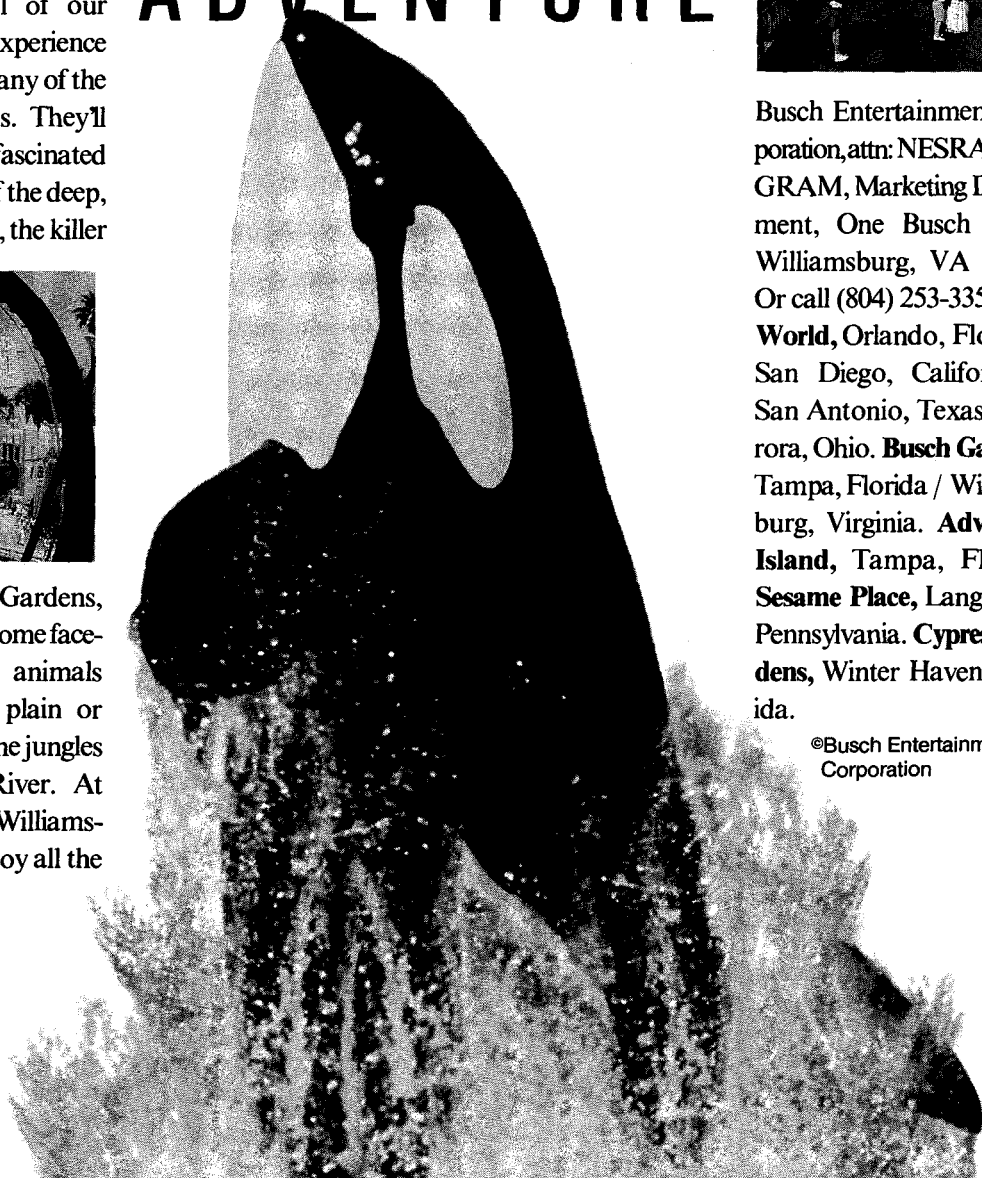
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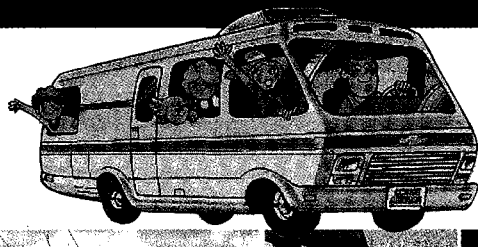


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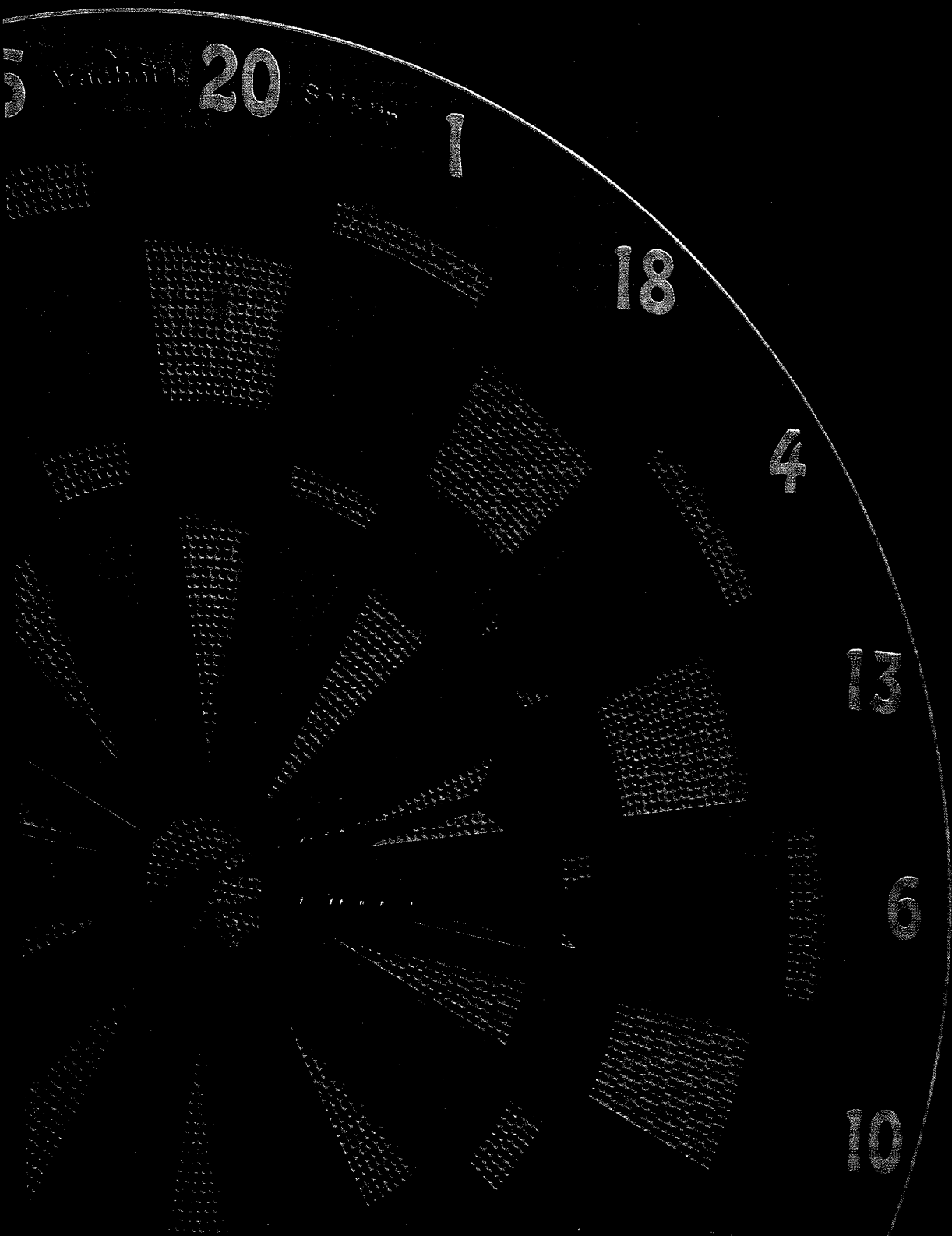
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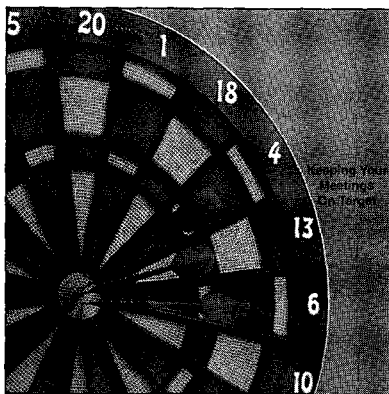
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# EMPLOYEE SERVICES MANAGEMENT

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OCTOBER 1992

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# A New Perspective



by Cynthia Helson, Editor

I've had an opportunity to complete an especially exciting project over the past few months—The making of the NESRA Video: *NESRA Now More Than Ever*.

The video has been created to highlight the value of NESRA membership. It will be making its premier at Chapter meetings in the next couple of months.

It was energizing to work with creative video producers who taught me about the world of visual media. It was interesting to meet camera crews who searched for the right angle for every shot. In writing the script, I've experienced the challenge of narrowing down the list of benefits of being a NESRA member to "highlights" which can be spoken in less than 5 minutes by a narrator. And, I've experienced the tedious process of editing each second of sound and visual image as we sat for hours in an editing suite lit almost solely by the blue light emitted off three, 8-inch video screens.

Put aside the thrill of abandoning my computer and my desk, and I've discovered a true benefit of this experience—a new perspective of the NESRA member.

I've always found NESRA

members to be generous with sharing their knowledge in the written form but I was totally unaware of how many of you had videotape coverage of your programs to share. When I called many of you to request video footage in 3/4-inch or Betacam format, I was delighted to receive copies of videos in these formats and of videos in the VHS format. We did our best to incorporate footage from many of you into the finished product.

When I conducted preliminary interviews with NESRA members and visited their companies, I was impressed with the amount of responsibilities they held. Although I've heard and read about a variety of employee facilities, I was overwhelmed by the magnitude of many of them. (Of course, with budget restraints, I was limited to visit only a sample of facilities.) For the first time in my NESRA career, I stepped foot in two employee stores. I saw with my own eyes employees who were delighted to shop in their store. In one case, employees not only bought items from the store, but actually carried out boxfuls of its company's products which were sold in the store at premium prices.

Through my preliminary interviews with volunteers I've heard about their limitations of time and resources—and yet many of them continue to implement active employee services and recreation programs. These are truly resourceful people.

During an interview with one NESRA member in particular, I was amazed at the extensive knowledge of not only the NESRA Association but the true admiration this gentleman had for his fellow NESRA members.

My perspective of NESRA members has broadened. The nature of my job as editor has caused me to think of you as readers of *ESM*. You are that, but you are much more. I see you as proactive people who have a mission to enhance employees' quality of life. You want employees to be all around happy, healthy people. For many of you, it goes beyond doing your job as best you can, it means turning a vision into reality.

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## Human Resource Burnout

Burnout is the result of living out of balance, typically in an all-work and no-play environment, says *Personnel Journal*. One big cause for stress and burnout in personnel is upper management's lack of a clear grasp of the importance of human resources, not knowing what HR does, and not knowing what senior management wants it to do.

There are several ways to avoid burnout:

- Learn to ask for help. Realize that no one can do it all.
- Pace yourself. Don't try to do too many things at once.
- Practice stress reduction techniques. Get into an exercise program.
- Have a balance between play time and work time.
- Set and use professional networks of internal and external colleagues.

## Special Events Education

UC Berkeley Extension, the continuing education arm of the University of California, Berkeley, offers year-round courses and programs in sports and special event marketing and management. The school also offers a marketing certificate with special emphasis in this field.

UC Extension courses and programs range from specific marketing topics to intensive seminars in lifestyle marketing to a Career Day in Sports and Special Events Marketing and Management. Each course and program is taught by a cross-section of professionals, event producers, nonprofit organizations, and sport/event marketers.

These courses and programs are useful to anyone interested in this expanding field of sports and special events marketing. For information about career classes, contact UC Berkeley Extension, 2223 Fulton Street, Berkeley, CA 94720, (510) 642-4241.

## Sporting Sales Decline

According to figures from the Sporting Goods Manufacturers Association (SGMA), nationwide sales of sports and recreation items have fallen, but only by 2.5 percent, from \$44.2 billion in 1990 to \$43.2 billion (wholesale) in 1991.

Sports equipment sales grew by 2.5 percent because of the strength of the camping and exercise equipment markets. Sports apparel sales climbed to \$12.9 billion, a 5.3 percent increase over 1990. Athletic footwear sales remained at \$7.6 billion. The combined wholesale value of sports equipment, sports apparel, and athletic footwear was \$31.2 billion, a 2.9 percent increase over 1990.

The recreational transport category declined for the third consecutive year to \$11.9 billion, a 13.8 percent drop from 1990. The recession and luxury tax on boats contributed to a decline in recreational vehicle sales (-19.5 percent) and pleasure boats (-24.6 percent). Bicycle sales climbed in 1991 to reach \$1.5 billion, a 36 percent increase.

## Military Workers Look for Jobs

Members of the U.S. military are fighting for economic survival as military cutbacks take effect,

according to *Human Resource Executive*.

The Department of Defense has set up programs involving military personnel and the civilian business world in an outplacement program.

From a human resources standpoint, displaced military personnel enter the civilian workforce with a strong background of leadership and organizational skills and strong values.

An advantage to recruiting military workers is that they are found in clusters around bases and installations. Many military members bring a training in high-tech electronics and mechanics.

Military personnel are a diversified workforce. These people are used to constant learning, which is a strength.

## Ecotourism Packages

Ecotourism is being used by tour operators to promote everything from rafting down a river to bird watching in a foreign land, says the *Re/Max Home Journal*. Ecotourism though, has not been clearly defined by the industry.

Nature travel has experienced an increased interest over the past several years, with adventure and nature-based vacations accounting for about 4 percent of tourism.

If you are considering a nature vacation, conservation and tourism experts suggest you ask the following questions:

- Is information provided about the area before departure?
- Does a naturalist accompany the trip?
- If the tour operator guarantees you'll see certain types of wildlife, ask how responsibly the tour is operated?

- What local products, such as hotels, does the operator use?
- Do they use experienced local guides?
- What other way does the operator funnel money into the local economy?
- If the tour goes into a village, ask the operator what arrangements have been made to protect the villagers' privacy.
- Talk to travelers of similar trips.
- Does the outfitter recycle?
- Does the tour operator have a code of ethics?

## Electronic Monitoring: Is it Valuable?

Advanced technology today makes it possible for managers to monitor their workers more closely with electronic eyes and ears, reports *Personnel Journal*.

Devices such as telephone monitoring and recording equipment, video cameras, computer surveillance programs and electronic

sensor badges all allow eavesdropping on employees. A business' need to monitor must be balanced with employee privacy and somewhere in the middle, human resources managers must guide their organizations to choose between man and machine.

Work can be monitored electronically in a number of ways. Telephone monitoring was probably the first kind used, supervisors can hook into a worker's telephone line while sitting next to the employee, or from a distance at his or her own desk.

Another technique is to audiotape workers' telephone calls for later review. Video cameras can capture employee activities on tape. Certain computer systems can even capture information about the number of keystrokes made per minute and the number of breaks taken. Other computer systems can even let a manager access an employee's screen and watch work from a distance.

An important point for employers to consider when deciding whether or not to set up or continue with an

electronic monitoring system is to determine whether employees have a reasonable expectation of privacy when working with those systems.

## Learning From Employees

Only 45 percent of the 200 CEOs polled by A. Foster Higgins & Co., a human resources consulting firm, Princeton, NJ, have used employee opinion surveys in the past three years to gain employee feedback on issues such as managed care, flexible benefits and employee relations problems, says *Small Business Reports*.

When administering an employee opinion survey, follow these tips to set up realistic employee expectations:

- Explain at employee meetings or in a memo that certain factors such as budget, legal and regulatory concerns, and administrative limitations may be weighed just as heavily in the decision-making process as employee preferences.
- Provide employees with an

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## More Relaxing Trips

Thirty-five percent of people polled about their vacations from last year as compared to during the recession, said they enjoyed their 1991 vacations more than two or three years ago, reports *USA Today*.

Fifty-three percent who traveled with children enjoyed their 1991 trips more, and 43 percent who stayed with family or friends enjoyed their 1991 trip.

The results suggest that in difficult times, vacationers need a more secure, relaxing vacation. In 1988, 60 percent described traveling for pleasure as a sign of success. In 1991 the number dropped to 52 percent.

## Carry-On Baggage Getting Bigger

Since 1988, the airlines have been required to restrict carry-on baggage and ensure it is safely stowed before takeoff and landing, says *The Wall Street Journal*. But flight attendants say more action is needed.

Flight attendants say people are hurt every day by items falling out of the overhead bins. United Airlines says that in 1991 it received 118 claims from passengers saying they were injured by falling items. Flight attendants also suffer back injuries trying to lift huge and heavy bags into the overhead bins.

In an emergency situation, carry-on luggage can spill out of overhead compartments, becoming weapons and blocking exits.

The airlines usually limit the number of carry-on baggage to two per person. Under FAA rule, the only bags that can be carried on board are those that fit in the overhead bin or under the seats.



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## The Future Workforce

The American workforce will grow more slowly in the next 15 years than it did in the last 15, reports *American Demographics*.

An aging population will drive down the number of births, and the Bureau of Labor Statistics projects that fewer immigrants will enter the U.S. in the 90s.

Sixty-nine percent of the civilian noninstitutional population aged 16 and older should be either working or looking for work in 2005, compared with 66 percent in 1990. Most of this increase will come from middle-aged and older women. Women will be 48

percent of America's workforce aged 25 to 54 in 2005, compared with 45 percent in 1990.

The number of Asian and Hispanic workers should grow 74 percent and 75 percent, respectively; Hispanics should grow from 8 percent of the labor force to 11 percent, Asians from 3 percent to 5 percent, and blacks from 11 percent to 12 percent.

## Prevent Skin Cancer

Over the next 50 years, 12 million Americans are expected to develop skin cancer, reports *The Fruitful Yield* newsletter. The lifetime

risk of developing malignant melanoma has reached one in 105, and at the current rate of increase will hit one in 75 by the year 2000. Currently 5,000 Americans die each year of skin cancer.

There are two types of UV rays, UV-A and UV-B. These rays are intensified by reflection from water, sand, ice, or snow. UV-A rays are typically associated with aging of the skin, while UV-B rays cause burning and are the most harmful. When ultraviolet rays destroy skin cells, skin cancer can result.

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## Money For Jobs

Thousands of part-time community-service jobs will be created by grants for unemployed, low income persons under the Senior Community Service in Employment Program (SCSEP), says the U.S. Department of Labor.

The SCSEP promoted the creation of part-time jobs in community service for low-income individuals who are at least 55 years old, have poor employment prospects and are unemployed. The SCSEP is sponsored by state and territorial governments and 10 national sponsors. Individuals work in part-time jobs at senior citizens centers, schools, hospitals, fire prevention

programs, beautification and restoration projects and programs for persons with disabilities. Funds are to be used through June 30, 1993.


Most states operate the SCSEP program through their own agencies, with the exception of Alabama, Arizona, Florida, Montana, New Jersey, North Dakota and South Dakota. These states assign responsibility for their grants to one or more of nine national nonprofit organizations and the U.S. Forest Service.

## Educational Toy Sales

Sales of educational toys increased 17 percent last year even though the overall toy market was almost flat,

reports *The Wall Street Journal*. Preschool toys that help children learn letters, numbers and role playing led the way, rising 20 percent, and electronic learning aids for older children also rose 14 percent.

Educational toys still only account for about 5 percent of the \$12 billion-a-year toy market, the recent trend shows parents and children are investing in educational toys. Video-game sales have started to wane. The recession has left parents worried about the future and prompted many of them to turn to educational toys to give their children a head start.

There is a popular video game out that requires children to use their knowledge of history and foreign countries to outwit a bandit. 

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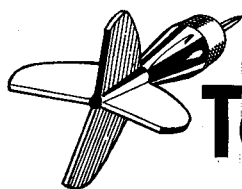
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# Keeping Your Meetings On Target



*Meetings are inevitable. They can also be valuable. After all, the exchange of ideas and information can be one of the most stimulating processes in which humans engage.*

by Joe Bannon, Ph.D.

**R**esearchers estimate that there are 11 million internal meetings held daily by U.S. corporations and businesses. The cost of internal meetings is estimated at \$2 billion annually and the cost of out of office or external business meetings including conventions and trade shows is in excess of \$5 billion dollars.

The average executive spends as much as 60 percent of his/her time in meetings with the average external meeting costing as much as \$1,000 per hour. What does come as a

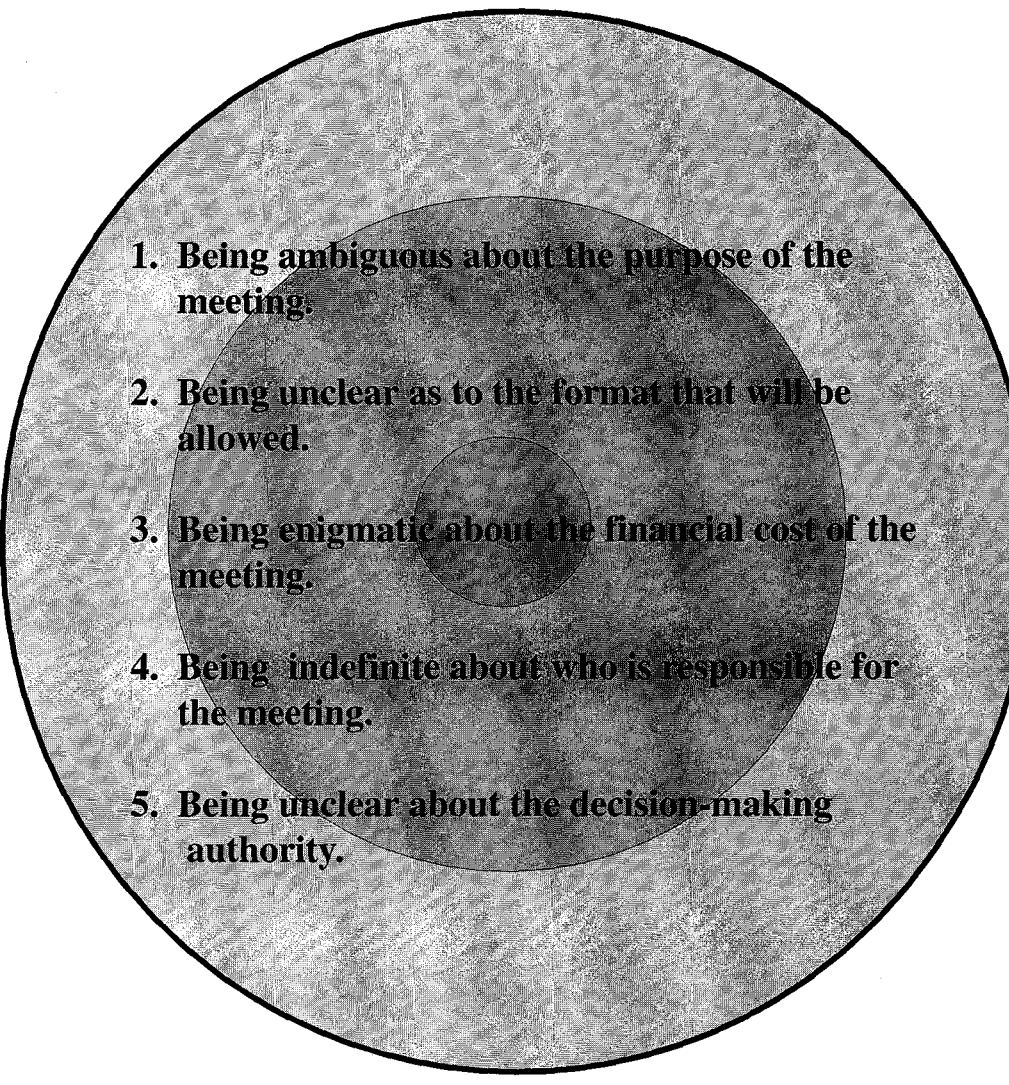
surprise is the minimal return from time and talent invested in many meetings. As a basic rule of thumb, meeting planners can figure the cost of a single meeting by determining the average salaries of the participants and multiplying by the number attending. Add 15 percent to this basic figure for general overhead, equipment and fringe costs as well as payroll costs for staff involved in planning the meeting. If travel is involved these costs must also be added.

The answer is not to eliminate meetings but to develop workable systems of pricing and control to ensure that meetings accomplish their purpose. The most effective insurance is to call meetings only when necessary. It should be remembered that meetings are not the only methods for communications and problem solving. Alternatives include personal executive action, written communication, individual telephone calls and conference calls. Add to this some of the newer communications techniques such as closed circuit television, video taping, computer networking, voice mail and fax machines.

It should be pointed out, however, that nothing really takes the place of the interaction of people in each other's physical presence. It has been figured that the most effective meetings are those where there's a need to discuss and decide new policies and procedures and where the complexity, uncertainty or importance of the subject matter necessitates direct participation by a number of people.

## Why Have Meetings?

It is important to define what is considered a meeting? The accepted definition is a face-to-face gathering of three or more people. There are six basic and frequent overlapping types. Staff, information, fact finding, problem solving, decision making, and committee meetings. The two most abused types of meetings are staff meetings and committee meetings.

- 
1. **Being ambiguous about the purpose of the meeting.**
  2. **Being unclear as to the format that will be allowed.**
  3. **Being enigmatic about the financial cost of the meeting.**
  4. **Being indefinite about who is responsible for the meeting.**
  5. **Being unclear about the decision-making authority.**

Staff meetings are seen as the best way to bring the manager and the staff together. Because they are a gathering of people who have a common, continuing work relationship, they are excellent for making specific recommendations, securing approval of proposed projects, and communicating to another level of management. The meeting can be an appealing waste of time when they are scheduled on an inflexible, recurring basis regardless of whether they are necessary; when they are not carefully rehearsed; or serve only as a platform for the manager to discipline the group when topics to be discussed are not of concern to more than one staff member at a time.

Committee meetings provide the greatest pitfalls. They are often used as vehicles for buck-passing, to avoid or postpone difficult decisions. They

## Five Meeting Pitfalls

exhibit the effect of diluting distribution of management responsibility. The existence and number of committee meetings should be regularly reviewed and carefully controlled.

## Avoiding Pitfalls

Meeting failure is a costly and deplorable situation which develops much more often than it should. It comes most frequently not during the meeting itself but in the early planning stages. A meeting is provided with a high failure probability when someone at the executive level commits to one of the five pitfalls of meeting planning. There are of course many more than five mistakes that can be made in planning a meeting but these five

## Exhibit A

### Meeting Planning Sequence

1. Determine why the meeting should take place.
2. Plan in detail what will happen at the meeting.
3. Prepare and disseminate an agenda in advance.
4. Determine where the best place is to hold the meeting.
5. Start at the announced time.
6. Explain to the group the meeting's purpose.
7. Be sure everyone in attendance knows one another.
8. Ask attendees to review the agendas before the meeting begins.
9. Do not allow the meeting to stray—establish time limits.
10. Stress openness and participation—avoid “group think” (conforming for the sake of agreeing).
11. Do not allow interruptions.
12. Make sure everyone understands the decisions—summarize periodically.
13. Assign tasks to meeting participants.
14. Take a few minutes to evaluate the effectiveness of the meeting with the participants.
15. End the meeting on a high note.
16. A secretary should distribute minutes to all in attendance.
17. Design a follow-up program on all action items.
18. Look to the future, what is next, who should do it, when should they do it, why should they do it and how long should they do it.

shown on page 11, all having to do with communication have probably been responsible for the failure of more meetings than any other.

In conducting meetings, the leader must arrange for lively participation. All of the participants should be urged to contribute actively at the meetings to keep their interest, and to personally involve themselves in committee action. This can be done by listening actively to what others say. Skillful questioning can also be helpful, not to put a participant on the spot, but to bring out facts about which that participant is best informed. It is also important to bring the meeting to a formal conclusion.

Nothing frustrates participants more than no decisions. If it's a problem-solving meeting, make sure everyone is clear on the decision reached. If it's an information meeting, summarize all points made.

Follow-up is essential. A meeting is only as effective as the results produced. Set specific deadlines for assignments. Keep minutes and send them to participants. It's also advisable to telephone participants after a few days to see that the work has begun.

We can do much to improve the effectiveness of our meetings. Exhibit A shows a sequence of events we should consider as we prepare for meetings where we will be the leader of, or where we may serve as a participant.

### Conclusion

Since the beginning of time, there have always been meetings and they will probably increase rather than decrease. Meetings have been held by cavemen to determine which clubs to use in hunting, to present day discussions on everything from space exploration to how to pick up trash in the community. Probably no

## Suggestions for Successful Meeting Planning

- Be very clear about the aims and objectives of the meeting. Decide what you are trying to accomplish. If there is no purpose, do not hold the meeting.
- Set clear time limits for your meetings. If some items require more time than you originally thought, ask the group for support for revising the agenda.
- Keep a follow-up file so that future meetings can be geared to what you have learned at the current meeting.
- Make a critical review of the meeting as soon as it is over. Talk to the participants to see whether or not they think you have accomplished the objectives.
- Keep control of the meeting. Keep checking to be sure that the overzealous participant doesn't "take over" as well as seeing that every person might have input.
- Pick the right audience for your meeting. If you are responsible for sending people to meetings, be sure that the subject matter meets their needs.
- Avoid overworking your volunteer participants. They usually have their own jobs to do and can donate only a certain amount of time to help you.
- Be careful your meeting doesn't take on too much formality. This is not necessary or even desirable because it may inhibit participation and reduce the amount of honest, open communication that may occur.
- When major issues and decisions are being made, action in the form of minutes or memoranda summarizing the meeting should be promptly prepared and distributed to all involved as well as concerned agency members.
- When a meeting is to be held, choose an appropriate time when both information and people will be available.

medium can do a better job when handled correctly and contrary do such a bad job of boring participants, spreading misinformation, or just wasting time. Whole books have been written on meeting planning. The preceding essay, whether you are planning a foreman's meeting or producing a community planning board meeting, or a high-level meeting with your associates, should assist you in understanding the importance of preplanning the meeting, why meetings fail and how

you can improve your meeting planning skills.

### Suggested Readings:


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*Joe Bannon, Ph.D. is president, Management Learning Laboratories, Sagamore Publishing. He is also former head, Department of Leisure Studies, University of Illinois.*

# The Corporate Recreator's Challenge



*In addition to defining the value of recreation, this article offers corporate recreators a focused goal.*

by Ken Giannotti

**T**he idea of recreation in the workplace, to some managers, is at best a harmless employee indulgence and at worst, a waste of company time and money. Both views couldn't be further from the truth. It is becoming clearer that worksite recreation programs and places are an organization's most effective and economical means to address modern workforce problems. We are continually learning what recreation can do for a company and its employees.

Problems such as: worker stress, burnout, employee health and fitness, worker cooperation, workforce

diversity, networking, self-esteem, morale, and motivation are all subject to the positive influence of worksite recreation. Perhaps the management issue of the 90s, largely avoided by organizational gurus and practitioners alike, should be to examine the full productivity impact of recreation in the workplace. What is this thing called recreation?

## Recreation Defined

The popular view of recreation in the workplace is that recreation is a

specific company sports activity, event, and/or a sports facility. If recreation were a sports activity or an event, all of us would feel refreshed and good about ourselves after engaging in a game of softball or basketball or attending a company picnic. Well, the fact is that only some of us, to one degree or another, would experience feelings of success, satisfaction and well-being after participating in one or more of these activities. Some of us may even feel less than satisfied and confident following a game of softball or basketball. That's because the recreation experience is not a softball

game, a company picnic or the sport and exercise facilities available to employees. Clearly, recreation is much more.

Recreation is a state of being, a condition described by David E. Gray and Seymour Greben as:

*...an emotional condition within an individual human being that flows from a feeling of well-being and self-satisfaction. It is characterized by feelings of mastery, achievement, exhilaration, acceptance, success, personal worth, and pleasure. It reinforces a positive self-image. Recreation is a response to aesthetic experience, achievement of personal goals, or positive feedback from others. It is independent of activity, leisure, or social acceptance.*

## The Corporate Recreator's Challenge

Understanding recreation as an internalized emotional response is not that difficult. Acting on that knowledge in the work environment is the central challenge of skilled corporate recreators. Corporate recreators are professionally educated and trained to create conditions and opportunities in the workplace that provide for the optimum recreation experience. Activities, games, facilities, and events are the tools of the recreator. When planning and evaluating recreation programs and services, recreators ask the key question: "What happened to employee Mary Smith in this company recreation experience?" Activities and events should be designed to enhance the possibility of employees achieving personal goals, positive responses from others, and a positive self-image. Gray and Greben indicate recreation does not take place when the participant receives no real sense of gratification from an experience or when gratification is achieved in an

antisocial, destructive way associated with another person's discomfort or disgrace. The recreator is challenged to create worksite places and programs that enhance the occurrence of the recreation experience.

## The Power Of Positive Recreation Experiences

How can managers motivate their employees if they don't know their employees? How can employees work together, cooperatively, if they don't know or understand one another? Joint participation in worksite recreation activities, programs, and events provides opportunities for informal personal interest communication between employees that can enhance their formal work communication and cooperation. Recreation is the most effective and economical way to break down social, ethnic, and communication barriers between employees. The shared recreation experience removes barriers to communication that multiply with the increasing size of an organization

and the diversity of its workforce. Managers and workers, technicians and sales personnel, support and line staff, get to know and better understand one another when engaged in a common recreation pursuit. From that initial contact, new levels of job cooperation and support may be achieved. Positive recreation experiences also promote employee fitness, mental health, supervisory skills, morale, and reduces stress.

## Custom Designed Recreation Experiences

Since there is no such thing as the universal employee and universal company, those planning recreation programs must understand their company's culture, know their employee's wishes, social patterns, and life-styles to create the right recreation experiences. Corporate recreators are challenged to design contemporary programs, activities, and facilities that meet the unique needs and interests of their company and its employees.

We need to continue to develop workplace opportunities that allow employees to get to know each other, cooperate with each other, experience feelings of achievement and personal worth, and develop a positive self-image. Recreation offers one of the best and most economical opportunities for a company to reach its employees, increase workforce communication and cooperation, and fulfill an employee's potential as a productive human being. The skilled corporate recreator can be a key player in a modern and productive company's human resources system.



Ken Giannotti is principle administrator for Lawrence Livermore National Laboratory in Livermore, California.

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# *New Academy Will Honor Human Resources Achievement*



**T**he Council of Human Resource Management Associations (COHRMA) of which NESRA is one of 11 professional groups under its umbrella, conceived the idea to form a new organization to honor individuals of distinction and achievement in human resources. NESRA Executive Director Pat Stinson and NESRA President Scott Baker participated in the conception process. The NESRA Board of Directors, at its Fall 1991 meeting, endorsed Stinson and Baker's involvement with this new endeavor.

In July, 1992, the new National Academy of Human Resources (NAHR) was established to recognize outstanding achievement in the human resources profession, it plans to honor individuals—and in some

cases, institutions—whose contributions to the field warrant recognition by their peers. Eligible candidates include business practitioners, researchers, scholars and others involved in human resource-related activities, including lawyers, journalists, association executives and consultants.

“The role of human resources in advancing national competitiveness and productivity is worthy of wider recognition,” said William S. Johnson, executive director, NAHR. “Election as an academy fellow soon will be seen as the highest honor for HR professionals, and once they have been installed, we expect the NAHR will be pivotal in advancing such recognition. Further, we look forward to the time when the collaborative

efforts of NAHR members will contribute to the body of knowledge in the field."

The NAHR anticipates that its members will elect as many as 30 fellows during a three-year period beginning this fall. During the first year, fellow selection will be governed by the Academy Formulation Group.

Currently there are 13 members of the "formulation group" who are practitioners and scholars.


"Distinguished achievement in human resources, which is a vital factor in successful organizations, deserves to be recognized at this high level," says Society of Human Resource Management (SHRM) President and CEO Michael R. Losey.

Fellows will be selected from all categories of human resources including corporate practitioners, human resources researchers and scholars, and individuals involved with human resources-related activities including lawyers, media representatives, human resources association executives, consultants and public figures.

After a three-year period during which annual selections will elect a total of 30 or more fellows, the

Academy plans to broaden its activities into areas such as sponsored research, education and media resources.

Members of the formulation group include: Walton E. Burdick, senior vice president, personnel, IBM Corp.; Harold W. Burlingame, senior vice president, AT&T; Bruce Carswell, senior vice president, GTE Corp.; Frank P. Doyle, senior vice president, General Electric Co.; Clifford J. Ehrlich, senior vice president, Marriott Corp.; Fred K. Foulkes, School of Management, Boston University; Madelyn P. Jennings, senior vice president, personnel, Gannett Co., Inc.; Howard V. Knicely, executive vice president, TRW Inc.; David Lewin, Anderson Graduate School of Management, UCLA; David B. Lipsky, dean, ILR School, Cornell University; Michael R. Losey, president and CEO, SHRM; Dallas L. Salisbury, president, Employee Benefit Research Institute; and Christopher J. Wheeler, senior vice president, human resources, 3M Company.

More information may be obtained from William S. Johnson, P.O. Box 4577, Santa Fe, NM 87502-4577. 



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This is the first time NESRA has developed a special, detailed report analyzing a social issue affecting the workplace, and specifically, the employee services and recreation field.

Since many employees are struggling to find a balance between work and family, the NESRA Public Relations Committee has developed *NESRA's Work and Family Report* which defines the potential role of employee services in work and family and workforce composition.

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# A Convenient Value

*Good product mix, creative merchandising and an easy payment plan are essential for the success of the employee store. Employees must perceive it as a convenient value.*

by Lawrence Appleton

**E**mployee store managers can use creative management to produce a successful store. An efficient manager can operate this "business within a business" as a profit center which subsidizes other company service organizations, recreation or food services. Most upper management would welcome a creative plan to decrease operating costs while providing an employee service. The store's operating objective should consist of offering quality, popular merchandise to company employees at competitive prices and still return a net profit of 15 to 25 percent of gross sales to the company. Employee/customers expect value and convenience from your store. This image is important in order to gain customer loyalty.

## Location

Location, location, location! This important term is what comes to mind when we speak of owning real estate and is paramount in establishing an employee store. Stores should be centrally located to allow for convenient customer shopping. An ideal location is at the exit of the company cafeteria and with a natural traffic flow from the cafeteria exit into the store. The flow

should continue through the store and preferably exit into another aisle which may also serve as an entrance.

The layout and design of your store starts with an operational plan. NESRA's Employee Store Buyer's Guide lists several suppliers of display fixtures and shelving. A professional designer can do it all for you if your venture is large enough to warrant their services. Remember, good lighting, attractive fixtures, display shelving and cabinets are all necessary and valuable requirements for your store.

## Product Mix

The product mix is important. One of the best ways to determine purchases is to stock the store with merchandise that will "move." You can find popular items in exhibit halls at shows held around the country. Be very selective in your purchases and order in small quantities. You can always reorder if the product sells, but what do you do with old merchandise? Regardless of the size of your store, you should offer customers the type of products they would more than likely purchase elsewhere. Successful store operators offer a variety of items. Some even

contain a line of wellness items.

A merchandise mix of 14kt-gold jewelry; costume jewelry watches; leather goods; collectibles; greeting cards; fresh flowers; sports and recreational equipment; books; movie, theater and recreational tickets; fresh popcorn, pretzels and health-oriented snacks are among the most popular items. Homemade cookies and scrumptious prepackaged desserts offered in the store help to entice customers. Morning and afternoon snacks including health-oriented products are usually popular and also encourage employee participation.

Services such as film processing, dry cleaning, shoe repair, etc., can also be a source of service and sales. Appliances, electronic equipment, household goods and other miscellaneous products can be offered through catalog sales if store space is tight.

I heartily recommend that you purchase name brands where possible. In addition to their high quality image, these products are usually more reliable and yield greater customer satisfaction.

Some stores are having success with wellness centers in their stores. It is not necessary to devote a great deal of space for this effort. An exercise bike, or similar equipment,

vitamins, miscellaneous small sports equipment, health books, health snacks, etc. will bring health-oriented customers into your store. Catalog sales of exercise equipment will broaden this base. If possible, fresh fruit and diet drinks should be available in a refrigerated display cabinet. The wellness center should be identified with proper signs.

## Pricing/Payment

Purchasing, pricing and inventory control determines the cost of goods. NESRA's Buyer's Guide and Services Directory will be helpful for purchases, but don't overlook the gift shows and your local suppliers. To offer your customers value, a rule of thumb would be to price the products 15 to 25 percent below local competition. This percentage may vary depending upon your purchase price, but the average cost of products should not exceed 75 percent of the sales price. Clearly mark prices and don't be afraid to show competitive comparisons.

The customer's perception of "convenient values" is enhanced if you are able to offer them an easy payment plan such as non-interest bearing employee payroll deductions. This plan (buy now, pay later) allows employees to purchase products without cash handling. The importance of this convenience cannot be overstated and in many instances can make the difference between success and failure.

The initiation and range of allowable deductions should be determined in cooperation with your company treasurer or cashier's office. An example of range is to offer this plan for a minimum of \$25 and maximum of \$500 per purchase. The finance office can furnish store operators with a list of company employees who have reached their

maximum purchase allowance in order for the store salesclerk to prevent any additional charges. The deductions from the employee's check can also vary between 4-10 weeks. In addition to cash and employee deductible sales, also consider seeking approval to grant employees to make purchases with credit cards. The easier you make it for them to buy, the more you will sell.

## Staffing

Staffing and operating hours are extremely important. The store can be operated with one or two cafeteria or employee services personnel, part-time employees or outside temporary help depending upon the objective and projected customer and dollar sales volumes. Labor costs as a percent of sales should not exceed 15 percent. Whatever the case may be, extreme care should be taken in personnel selection.

The salesclerk should not only be friendly and personable but should possess the necessary merchandising "touch." A creative, courteous and involved salesclerk is one of the store's greatest assets. The operating hours should be consistent and convenient for customer participation.


## Consignment and Catalogue Sales

Consignment sales do not involve a product cost until the sale takes place and are ideal if your suppliers agree. The sales can include standard store stock or the supplier's choice of merchandise. The supplier owns the merchandise until it is sold and they will usually help in the sale. The sale

can be held in the store, space available, or outside the store in aisles or the cafeteria. Advance advertising will help to generate interest. Jewelry, books, sporting equipment and leather goods are excellent consignment sale products which can be sold periodically throughout the year.

Catalog sales are excellent for appliances and other products that require unavailable space. Several NESRA suppliers may be able to offer their assistance in the development and printing of a catalog. Catalogs sent to the employee's home get the attention of the family and encourage special events and holiday sales.

## Conclusion

A well-operated employee store offers the employee the convenience of purchasing gift and other store items at their workplace at competitive prices. The employer also benefits through the onsite employee store. Employees traveling offsite to shop result in lost time. An onsite store's year-end profits may be used to subsidize other employee services or functions. NESRA members interested in opening or expanding an employee store should visit other successful operations, develop their own plan for presentation to upper management and upon approval, implement their own "convenient values" employee store success plan. 

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*Larry Appleton, after serving 33 years as manager, employee services at Martin Marietta Corporation in Orlando, FL, recently retired and is a recognized industry spokesman, now serving as a consultant.*

*New Publication!*

## Special Events: Inside & Out

by Robert Jackson and Steven Wood Schmader

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# Home Health Care

*Consider calling in an expert to discuss how to choose home health care with your employees. Here's a sample of the points your speaker should address.*

by Pamela A. Anderson, R.N., B.S.N.

**H**ome health care has existed in this country for more than a century. The significant growth, however, has taken place within the past decade. The major factors? More and more Americans are choosing home health care as a legitimate health care alternative to long hospital stays. Advanced technology has created smaller more affordable equipment, allowing portability and affordability. In addition, the cost savings which are found through the use of home health care, are a welcome relief to the already overburdened medical system.

These factors point to an increasing use of home health care, an industry which has rapidly grown from \$2 billion in 1980, to an expected \$16 billion in expenditures by 1995.

## The Advantages of Home Care

There are several factors contributing to the high demand for home health care.

One is the significant cost-savings involved. As health care costs continue to skyrocket, insurance carriers have rapidly pursued home

health care as a viable option to hospitalization. When utilizing the medical equipment and expertise of skilled nurses within the home, a patient is paying exactly for those services. In a hospital, however, a patient is also indirectly paying for costly overhead expenses, room fees, and 24-hour care, which may not be necessary.

There is another important reason for choosing home health care which goes beyond the cost savings. Aside from the fact that most patients prefer healing at home, various studies have shown that patients may actually recover quicker in the home environment for two reasons: 1) the patient is at home and is therefore less exposed to developing a hospital-acquired infection and 2) the home environment is familiar and warm, with family members close by to assist.

Health care in the home offers family members the opportunity to assist with the care of their loved one—an important therapeutic process for both the patient and his/her family members. In addition, the patient can gain a sense of control over his condition, without the feeling of helplessness often associated with a long stay in a medical facility.

## Technology in the Home

Modern technology is yet another reason for the industry boom. Treatment which was previously given only in a hospital environment can now be rendered on an outpatient basis. Patients at home can handle a range of activities from simply changing a post-surgical dressing, to assisting in the administration of intravenous antibiotics for chronic and more serious illnesses.

While home health care can be utilized for a variety of illnesses, it is particularly beneficial to patients with chronic or incurable diseases.

The graying of the American population is also creating a great need for health services at home. Modern medicine has generated a longer lifespan which is likely to increase further throughout the generations to come.

Many ailments associated with the aging process, however, have not been remedied by medical miracles, and therefore will continue to require medical and nursing care. Home health care presents a solution to many of the minor health problems challenging the elderly today and tomorrow.

At the same time, it offers those in the workforce an alternative to placing elderly parents in nursing homes. This, in itself, has tremendous psychological benefits, and creates a more productive employee for the company.

## How It Works

Home health care works primarily through physician referral. Once a need for home health care is identified, the physician will refer the patient to a home health agency. All necessary equipment is then provided, accompanied by nurses who will instruct the patient and family members about the physician's treatment plan and correct usage of equipment.

Nursing visits are provided as necessary to ensure patient safety, with 24-hour nursing and physician care available. The physician monitors the patient care through careful feedback provided by the nurses who visit the patient at home.

## Selecting A Home Health Care Agency

When Sarah Jacobs needed unscheduled home health care assistance on a weekend, she called the home health service specified by her insurance. The only problem was, the agency was located an hour away, and the soonest services could be rendered was Monday—far too late to handle the immediate problem. In a panic, she called the physician, who knew the patient could be handled at home with qualified, and local nursing support.

With more and more insurance companies contracting directly with providers, this type of problem is fast becoming a common occurrence as

home health care becomes more prevalent. However, just because the insurance carrier specifies a home health care provider, it doesn't mean that the physicians—and the patients—have no choice.

The first concern, of course, is making sure care is rendered safely by qualified staff. However, you can determine whether or not the agency, itself, is qualified. Here's how:

1. Find out if the agency is licensed and certified.
2. Find out about staffing coverage. How many nurses are there? What is the geographical area they are expected to cover? How many patients are the nurses expected to see on a daily basis? (Five per nurse should be a maximum).
3. What is the on-call policy? Will the staff see patients on weekends, holidays and evenings?
4. Is the staff hired under employment agreements, or are they independent contractors? Contractors often work for several agencies and 'sell' their services to the highest bidder. This is an important element in emergency or unscheduled visits, as independent contractors are often unavailable on short-notice.
5. Are the nurses trained in your specific need? For example, a high-risk OB/GYN patient requires a nurse skilled in OB/GYN care.

Finding the right agency that is specialized to meet the physician's requirements and can properly service the patient, offer the best of both worlds.

## What About Cost Effectiveness?

The cost advantages can be tremendous. For example, the new technology in fetal home monitoring now provides for monitoring at

home. The advantages?—Mom is home with the family, and perhaps with other children. From a cost point-of-view, a lengthy hospital stay can be avoided, and only those services that are needed are paid for.

For those expectant mothers experiencing pre-term labor requiring bedrest and I.V. therapy, daily hospital rates may be \$400 or more per day for the room and R.N. services. Monitoring at home, utilizing computer transmission to the homecare nurse, is available for about \$90-\$100 per day.

This particular type of monitoring program can also assist the physician in earlier detection of pre-term labor, which, if controlled, can result in term or near-term pregnancy. This, in turn, may result in a decrease in the number of days of intensive care for the newborn.

Another example can be found in the cost of caring for a patient suffering from a stroke residing with a working spouse. Such care may require eight to 12 hours of certified home health care five days a week, in addition to a weekly visit from a registered nurse, at a cost of approximately \$600 to \$945 a week. This is substantially less than the approximate \$1,750 it would cost to keep the same patient in a skilled nursing facility.

With health care expenditures exceeding the \$18 billion mark, up from \$2 billion in 1980, it is clear that home care will be one of the strongest options for the future.

As health care costs continue to rise, insurance carriers have rapidly pursued home health care as an option to hospitalization. They have encouraged physicians to discharge patients early, into a home setting which is considerably less expensive.

However, in the past two years, insurance carriers have aggressively negotiated with home health care agencies to discount the cost of

services and medications. In addition, carriers are more firmly challenging services provided and are requesting extensive documentation from both the physician and the hospital justifying the necessity of further care in the home.

## The Employee/ Employer Advantage

Home health care offers a tremendous psychological boost to the patients. Many times, those that require certain treatments, such as intravenous antibiotics, can remain more productive employees, as well.

For example, multiple sclerosis in its early stages, can be treated with steroids, which are usually given intravenously over the course of a week-long hospitalization. An alternative, is to teach the patient to administer the drug, with the assistance of the home health care nurse.

The advantages? The patient is productive and functioning, the employer's insurer can save substantial sums of money, and the employer reaps both tangible and intangible benefits.

Generating more widespread acceptance of home care by employers, however, may require a shift in attitudes. Some may think that, when an employee is home, they must not be really ill. But, in today's terms, being seriously ill doesn't necessarily mean the person is in the hospital.

## Conclusion

While in the past, home health care was designated for catastrophic illnesses, today it can be used effectively for a wide variety of patients.

The increasing advantages of home health care will continue to grow. As an alternative method of delivering quality care, it is an excellent solution to the problem of escalating medical costs.

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## CANDID CORNER

*Continued from page 32*

So, boss, the next move is yours. Almost every business in America now has high tech, but not every business has high productivity, high morale, and employee motivation. It should be obvious that technological gadgetry is not the panacea that many believed it to be. What is the answer?

As I see it, it's all rather basic and elementary. The answer lies in a sequence of events, and realistically, it actually occurs in a sequence. It all begins with who you hire. Hire the most knowledgeable, experienced, motivated, enthusiastic, service-oriented person you can find. A blend of those talents is much better than any one by itself.

Believe me, there are a lot of credentialed people out there doing a horrible job and providing terrible service. If I was interviewing you, I wouldn't focus on your educational level until the second or third question. My first question to you would be, "How do you feel about service to the customer?" And don't forget, everyone has a customer—a person receiving your service or product. I was an Air Force Cop for 17 years; everyone living on that airbase was my customer.

Once you've hired that potential peak performer, agree on the expectation and the standards of the job. Give them an oar and invite them into the organizational rowboat so they can help row. Train them in the skills they'll need, listen to their ideas and suggestions, give them ongoing feedback—all those things that good leaders have been doing for years. If you're not doing the good things already, it's senseless for me to repeat them; you wouldn't practice them anyway. But workers deserve to leave work with a feeling of contribution, importance, and pride. If they are not, they are probably singing "You load 16 tons and what do you get, etc."

Meanwhile, just as important are environmental things like company policies, benefit packages, pay, health and fitness facilities—all those "things" that cause an employee to feel "this is a nice place to work." Realize the importance of these factors, but also realize they are minimally motivational. Please don't try to convince me I should work hard because you modernized the restrooms. The two actions are totally unrelated.


By now, you should be asking, "Where does high touch come in?" The answer is: If you are doing these things, you're showing high touch. They are human-oriented, interactive actions that make your workers realize they are more than an appendage to a high tech gadget.

The Payoff? Fame, success and glory for your firm. Why? The workers will insure it by meeting the customer's needs, by seeing the business through the customer's eyes, by delivering more than has been promised, and by being committed to quality because "that's just the way we do our job!" If it doesn't work, I'll give you your money back.

I offer a closing example that will put all of these thoughts in a neat package. True story, witnessed by me. There is a sandwich stand on a street corner in Laredo, Texas. The owner has been dispensing hamburgers and fries for years. Recently he hired an 11-year-old boy to deliver the food within a downtown radius. I saw the man hand the lad a sack of food; I watched in amazement as the youngster ran full speed down the street. I stood there and waited for his return. He returned full speed, breathless.

Talk about motivation! I struck up a conversation with him as a lead-up to my most probing question. WHY? Why did he run so fast? The facial

response was one of surprise, his response priceless: "Because," he said, "people like hot french fries."

This would be a good time for all of us to reflect on whether or not our firm is delivering hot french fries and, if not, why not. At this moment, when the words quality, productivity, and empowerment are bouncing off of seminar walls all over America, we would be smart to realize that these things are by-products of a properly trained and motivated workforce. There are no shortcuts; there is no magic. 

*Bob Gaylor is management development specialist for the United Services Automobile Association (USAA) in San Antonio, Texas. He also serves as the Company Ombudsman and is nationally recognized as a public speaker, master of ceremonies and advocate of employee participation and commitment.*

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# I Like Hot French Fries

*Bob Gaylor shares his thoughts on the high tech—high touch phenomenon.*

by Bob Gaylor

In this world of high technology, it's important to give employees and customers what they want—High Touch. It's all very simple. For some reason, we all insist on being human, and I for one, think that's great. I don't want to be a robot—plugged into a computer and expected to act like an extension of some high-tech gadget. Oh, don't get me wrong: I like high tech. I have a car, home, and workplace full of the latest. I may not understand all the complexities of each device—for example, my seven-year-old grandson recently pointed out that my VCR was monotonously blinking twelve o'clock—but I enjoy them. I surely appreciate the marvels that high tech can provide—the comforts, service and fun treatment. I'm smart enough to realize that the variety of entertainment I enjoy and participate in are electronically driven. So, a grand hurrah for high tech!

But I'm also smart enough to realize that high tech can sneakily remove or diminish high touch feeling, the human interaction so abundant prior to the button-pushing invasion. Unfortunately, the majority of our population has never experienced a telephone party-line, a neighborhood ice cream social, an ear glued to the family radio waiting

for Fibber McGee to open his closet, or a magic decoder ring obtained with "a thin dime and 2 Wheaties box-tops." No, I am not suggesting we return to those "good old days" before the electronic age. I'm simply saying that the basic motivational factors that worked then are still in style today: Recognition, pride, responsibility, importance, love, caring, communicating. I have not found a high-tech device that can provide the pleasure of a warm hug or replace the thrill of hearing a four-year-old giggle as you romp on the floor in a tickling exhibition.

Do any of you know someone who is weird? Sure you do, because there are a lot of them in our midst. I'm convinced that what will induce weirdness quicker than anything is too much high tech and not enough high touch. I've heard that three or four hugs a day will prevent ulcers.

Explain to me why residences for Senior Citizens permit and encourage pets and children to visit and why Aunt Mildred eats and sleeps better following that episode of touch. While you're explaining, explain personalized license plates, pet rocks, messages on T-shirts and car bumpers, human interest talk shows on TV, potted plants, and monogrammed memo pads in work

areas. Is it obvious to you, too? We insist on being individuals, on being human, and I applaud.

Now, if we can educate management on this phenomenon, we can make the work unit more productive, more motivated, and more fun.

This transition statement is very important, so permit my redundancy. I insist you continue buying the gadgetry. Plug it in, get all excited, watch it wink and blink. It's great! Just provide and introduce appropriate human interactive balance at the same time. If you do, you may not have to use your surreptitious surveillance devices to monitor your employees' keystrokes and telephone conversations. For goodness sake, some of you managers have become more autocratic than my old, tobacco-chewin' first Sergeant in post WW II days. The sad part is, this practice of checking on the workers will continue until worker rebellion reaches the peak it did in the 50s and 60s when labor unions mustered to combat authoritarianism.

No, I don't see a resurgence in union activity; the workers of today are more sophisticated than that. They are now able to undermine productivity and quality service in more subtle, undetected ways.

*Continued on page 31*

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Journal of Employee Recreation Health and Education /November 1992

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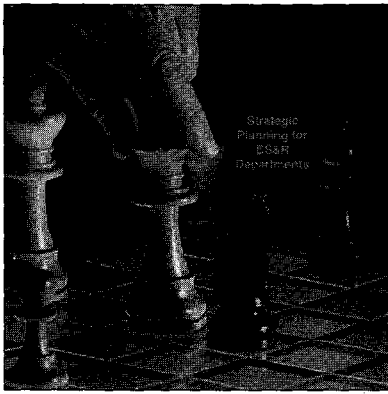
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# Plan to Attend NESRA's 52nd Annual Conference and Exhibit

by Cathy Todd-Moffat  
The Meetinghouse Companies, Inc.  
Meeting Planner and Exhibit Hall  
Manager for NESRA

- *Get an edge on your job*
- *Collect information on state-of-the art ES&R*
  - *Sharpen your skills*
  - *Network with peers*
  - *Excel in ES&R*

**T**his is a rather short list of some of the benefits of attending the 52nd Annual NESRA Conference and Exhibit from April 13 through April 18, 1993. The site will be the beautiful Saddlebrook Resort, just outside of Tampa, Florida.

Attending the NESRA conference reaffirms your desire to learn. You can take this new knowledge and apply it to your specific work environment. There are few events in life more satisfying than doing well in your chosen field. NESRA offers you an opportunity every year to enhance your career by keeping a pulse on new developments and techniques. What better format to achieve this current update than at the annual conference?

All types of education will be offered—formal lectures—round-table discussions where we learn from one another—panel

presentations where we can ask the “experts”—and of course, networking. There are great opportunities to network with your peers. Brainstorming ideas and listening to different perspectives, offer so many chances to grow and be creative. All that is required is your attendance and participation.

The NESRA Exhibit Hall is especially designed for you to meet and greet your potential suppliers. These exhibitors are there to enhance the job you perform. Visit with each of them since you never know when their services may be of help to you.

You can look forward to many fun social events. On Wednesday, the Tampa Bay/Suncoast Chapter of NESRA will host a pool party to welcome NESRA members. Throughout the conference, a number of NESRA Associate Members plan to treat you to fun theme parties and

other exciting events. This year, the President's Night Banquet will take on a tropical theme and guests are encouraged to dress in appropriate attire.

The Saddlebrook Resort is not only reknown for its beauty, tennis and golfing, it is a superb convention facility. Tampa is a great location to combine business with pleasure so bring your family.

All the right ingredients are there just waiting for the final catalyst—you! Be a winner in your career and an active participant in your organization, the National Employee Services and Recreation Association!

See you in Tampa!

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### Work-Family Issues Present Opportunities

According to a recent survey of 111 benefit executives who attended the 4th Annual Corporate Benefits Conference, sponsored by the International Foundation of Employee Benefit Plans, companies have added, or intend to add, staff to handle work-family benefits.

While 11 percent of respondents said their organization currently has a full-time, management-level staff person dedicated to resolving work-family issues, one in five respondents foresee their organization having a management-level employee within the next five years who would help employees balance work and family responsibilities. One quarter of respondents whose organization currently has a full-time work-family person said the position was added within the past two years.

Nearly nine out of 10 (87 percent) of companies report increased demand from employees for work-family benefits over the past two years.

The survey, "Work-Family Benefits: Status in 1992," also found that work-family benefits are becoming an increasingly important benefit from management's point-of-view. Half of respondents conveyed that their organization's senior management views work-family benefits more important today than compared to two years ago. In addition, 86 percent of executives polled predict work-family benefits will become more important in their organization over the next five years.

Sixty-four percent of respondents have added benefits, or modified existing benefits, to help employees balance work and family responsi-

bilities within the past two years. Recruiting and retaining employees was cited as the primary reason for adding or changing benefits according to 47 percent of 70 respondents, followed by reducing absenteeism (14 percent), increasing productivity (13 percent), combination of all (12 percent), other (13 percent), and don't know (7 percent).

Company size of respondents ranged from five to 175,000 employees. Approximately, one-half (48 percent) of respondents represented organizations with 1,000 to 10,000 employees.

### U.S. Dining Cruises Add Features

Several dining cruise companies are adding new courses and expanding current offerings in order to attract everyone from the upscale diner to baby boomers with children, says *USA Today*.

In Chicago, the First Lady, which cruises the Chicago River and Lake Michigan, offers a magician on board to entertain children for Saturday lunch and has expanded its Sunday brunch to two sailings. Spirit Cruises, which has 10 ships in nine cities, offers big band and gospel music cruises, in addition to a Murder Mystery outing where diners play whodunit.

Hornblower Dining Yachts in San Francisco Bay, is testing a new floating nightclub, the 145-foot Monte Carlo. The ship features a full buffet with entertainment the main focus. Sing-along karaoke is available on an upper deck and chips-only blackjack, craps, and roulette are offered below.

People look at the dining cruises as not just a boat ride but an evening full of entertainment.

### Number One Sports Activity is Walking

Participation in walking declined 2.6 percent in 1991, but it continued ahead of swimming as America's most popular activity among 45 sports and fitness activities surveyed by the National Sporting Goods Association (NSGA). Exercise walking had 69.6 million participants in 1991, versus 71.4 million in 1990. Swimming had 66.2 million participants in 1991, a 1.9 percent decline from 67.5 million in 1990.

Rounding out the top 10 activities were bicycle riding (54 million), camping (47.1 million), fishing (47 million), bowling (40.4 million), exercising with equipment (39.2 million), billiards/pool (29.6 million), basketball (26.2 million), and aerobic exercising (25.9 million).

In team sports, basketball ranked 9th; volleyball, 13th; softball, 16th; baseball, 21st; football, 22nd; and soccer, 27th.

A participant was defined as someone seven years of age or older who played a sport more than once within the year.

### The Future of Phones

By the end of the decade, we will be routinely making video calls and gaining access to countless databases through our telephones, reports *The Wall Street Journal*. If we are away from home or the office, friends will call our pocket phones by dialing a personal communications service

number that will reach us anywhere.

Education will be transformed as telecommunication networks link schools and students across the country. The future of telecommunication networks will be a multimedia system of video, text, supercomputing and information screening.

In Cerritos, CA, GTE is working with Apollo Cablevision Inc., a subsidiary of T.L. Robak Inc., of San Luis Obispo, CA to let 4,000 phone subscribers use a service called Center Screen. It lets the customer call into a video library of 300 movies and view one on a TV set within minutes.

New network data services could

also make it easier for a person with a personal computer to reach a data base quickly over the phone line, or even via a radio link while on the road.

Another service might draw hospitals, doctors and their patients into a vast information network offering remote diagnostics and supervision from a center equipped with supercomputers.

### Trade Show Reports

Trade show attendees list their pet peeves as: List building (using booth gimmicks such as free popcorn, pens,

and so forth to build prospect lines); no information (not knowing answers to simple questions); lack of discussion time (not having enough personnel to assist or the inability to conduct meaningful discussions in the booth); and pitch posture (overly aggressive exhibitors trapping attendees in the aisle or booth), according to a survey conducted by ASAE as reported in *Association Management* magazine.

ASAE attendees put high value on preinformation, which companies and staff will exhibit, what exhibitors will showcase, and what attendees can expect to gain from an exhibit.

Trade show attendees want the easiest way to locate a product or



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exhibitor and more tables and quicker-moving lunch lines.

Exhibitors need to change their communication style. Exhibitors need to change their conversation so that social conversation is minimized and search talk—asking smart questions to determine attendee needs—is emphasized.

## U.S. Economic Census

More than 3.5 million American businesses will receive a 1992 Economic Census questionnaire from the U.S. Census Bureau in

December, reports the U.S. Bureau of the Census.

The due date for returning the completed forms is February 15, 1993. Firms receiving census forms are required by law to respond. This is the most comprehensive Economic Census ever undertaken. For the first time, activity in finance, insurance, real estate, communications and utilities will be measured, in addition to sectors traditionally covered: Retail and wholesale trade, service industries, transportation, manufacturers, mining, and construction industries.

The Federal Government relies on

census data to develop measures of economic change, such as monthly retail sales and the gross domestic product. State and local agencies use it in regional planning, economic development, and in efforts to attract and keep business activity in their areas.

Businesses use the data to develop business plans, calculate market-share, and compare themselves to industry averages. The Census also is important for business-to-business marketing: The locations of retail outlets and the design of distribution systems frequently are influenced by the results.

## A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

☐ Yes! I'd like to send a tax-deductible contribution to the NESRA Education and Research Foundation! My contribution is for the following amount:

☐ \$25 ☐ \$50 ☐ \$250 ☐ \$500 ☐ \$750 ☐ \$1,000 ☐ other: \$ \_\_\_\_\_

My organization is involved in a corporate gift-matching program: ☐ yes ☐ no ☐ I'm not sure.

Send your contributions to the NESRA Education and Research Foundation, 2400 South Downing Avenue, Westchester, IL 60154-5199

## Recycling and Business

Businesses are in the process of joining together to try to increase the demand for recycled products, reports *USA Today*.

Twenty-five U.S. companies have been organized by the National Recycling Coalition in a campaign called the "Buy Recycled Business Alliance." The campaign will:

- Conduct seminars to show products made from recycled material can be as good and as inexpensive as first-use products.
- Supply recycled product buying guides to companies.
- Lead by example. For instance, one company is pressing its 7,500 suppliers to put products in packaging made with at least 25 percent recycled material.

## Positive Self-Esteem Increases Productivity

Even though a good deal of attention has been given to the problem of workplace stress, employees with a poor self-concept are more likely to hinder a company's productivity says the American Institute for Preventive Medicine, a wellness organization based in Farmington Hills, MI.

Self-esteem is a feeling of one's self-worth. It is not something that people are born with; rather it develops over time. People with low self-esteem have difficulty feeling happy or fulfilled. Low self-esteem is the root cause of most people's problems.

Everything we think, feel, and do is affected by our level of self-esteem. You could say that our success in life depends upon it.

Some of the things the Institute recommends in its Self-Esteem and Positive Performance Program which is conducted at corporations and hospitals include:

1. Develop an optimistic attitude about life.
2. Talk back to your "inner critic," the negative voice that plays like a

broken record in your mind, always finding something wrong.

3. Remember that no one can make you feel inferior without your consent.

4. Express your feelings to those around you. The only negative feeling is the one that hasn't been expressed.



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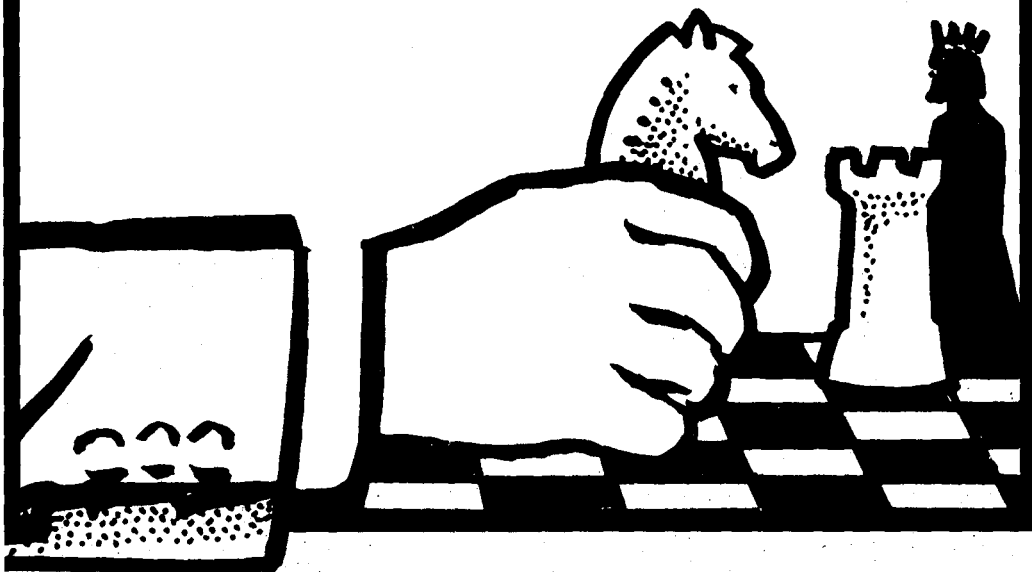
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# Strategic Planning For ES&R Departments

by Kirt Compton, CESRA



**S**ome people have financial portfolios in place with the intent to achieve success. They learn to recognize change on a daily basis, put strategies in place, understand risks and take action. Why shouldn't employee services and recreation managers do the same as they face today's changing business world.

If you haven't been challenged by your management lately, it is

inevitable that it will occur sometime in the future and probably sooner than you think. How would you respond to the question, "Can you justify why the recreation department should remain with this company?" Many questions like this will be asked, and if not responded to properly, could change your career forever. Where will you get your support information?

One advantage of being a NESRA member is that members help each other in the time of need. How can we make it easier for our fellow administrators to respond professionally in today's environment? Before we go too far, the need to understand strategy is important. Strategy takes into account the medium and long-term evolution of customer's needs and of the industry in which the

organization wishes to compete. An understanding of trends, opportunities and action plans are necessary to provide the best possible services to our customers. Remember if we cannot do the job to our management's satisfaction they may look elsewhere for someone who can deliver what is expected.

We may get some helpful hints from NESRA publications on how to go about understanding and developing strategies. One publication comes to mind, *Executive Viewpoints*. Company CEOs from 18 companies offer visionary and futuristic comments regarding recreation's value to the organization and help us to understand our responsibility to management as a representative of our customers. We are the liaison between management and employees.

The real key to strategy planning may be networking with other NESRA professionals who have already been involved in this process and have experienced success in convincing management why they need our program. As a result of networking, a good solid business plan can be put in place with proper presentation skills and delivery needed for success.

## Developing A Business Plan

There are many approaches to developing a business plan. An outline is provided on page 12 to help you prepare, save time and learn from others' experiences should you have the immediate need to justify your existence.

Before we get to the business plan, I have put together some areas for improvement on strategy

### Exhibit A

## Areas for Improvement

- Know who your customer is and understand what s/he desires.
- Learn how to make meaningful presentations. Keep support information in your hip pocket.
- Improve your selling abilities through training opportunities.
- Be in a position to continually justify programs by keeping up with the state-of-the-art.
- Explore ways to offset expenses—we are all asked to do more with less.
- Re-umbrella operations identifying current trends in our business today.
- Stress quality in all areas of our business.
- Use surveys for action and support—feedback is very important. NESRA can be of help in this area.
- Try to find out from other departments in your organization what methods they use to sell management.
- Be willing to do what's necessary to meet today's expectations.
- Understand the corporate environment, culture, and terminology.
- Benchmark with other companies that are similar to yours and talk with them. One result may be improved services for your customers.

development. These are listed in Exhibit A to trigger your thinking prior to the development of a business plan.

Now that we have initiated a few thoughts to start the process, how do we prepare a business plan. The following material will make you more confident in putting together a successful presentation for management. I understand that different approaches may be necessary as only you know your management's style. Let's look at a sample format shown in Exhibit B that could help you get started.

## Parallel Plans

Every professional and aspiring professional must know exactly what's happening in today's world. It doesn't make any difference what business you are in. We must learn to understand that change is taking place. Work with management, be honest, look for support, listen and know the value of people's input. A well thought-out strategy can be compared to a sport—it puts you in a better position to be the best at the game. You are a customer representative—are you doing your job to keep up with today's demands? It's your business, run it like a business. Remember much of this takes time: The question is, "How much time are you willing to give?"

Successful ES&R managers also have their own personal business plan in place. I'm referring to plans for career development, education, training, financial, retirement, and the like. You might want to develop two plans. One for your current job and another for your life. I call your attention to a *Keynotes* newsletter dated June 1982. The title of the

# Sample Business Plan Outline

## Section I General

- A. Description of the business
- B. Mission statement
- C. Products/services
- D. Customer scope
- E. Needs and requirements

J. Program adjustments. Describe the changes you have implemented to date.

K. Benchmark with parallel companies.

Type of questions:

- What activities do you offer?
- Who is eligible to participate in your activities?
- Funding e.g. membership dues, company subsidy, vending, generating income, stores, employee contribution (What is the national average—NESRA Survey—for company subsidy versus employee contribution?)

## Section II Activities Analysis

- A. History
- B. Activity cost summaries.  
To come up with your activity cost, take the total number of participants divided by cost for the activity.
- C. Cost ratio per employee/retiree/all participants. Breakdown the number of employees, retirees and other participants. Divide each number by the total budget to get the cost per employee, retiree and participant.
- D. Company cost/employee cost.  
Divide the company cost by the employee cost and multiply it by 100 to come up with a percentage.
- E. Program costs versus outside costs.  
Compare your cost to those in your geographic area. Create a matrix showing your position in relation to competitor's prices.
- F. Discount savings to employees. To compute: Take the total amount of dollars saved from the program divided by the number of employees to get the savings per person.
- G. Customer/participant survey data—include action plan.
- H. Staffing ratios/total employee—compare to other companies. Divide the number of staff by the number of employees to get your staff to customer ratio. Then, compare your ratio to other companies' ratios in your area.
- I. Volunteer involvement—total participation. Add up the number of people who volunteer for each event, program and activity. This will show management you are not the only people within the company who support the program. Your volunteers may represent a couple thousand extra supporters.

L. Participation per activity. Show management the number of participants for each activity.

M. Trends in recreation—Cite NESRA publications and survey results as evidence of trends in the field.

N. Recreation—facilities compared to other companies

O. Value to employees and company e.g. recruitment/ retention. Provide management with proof that employees do value your program. Include testimonials from employees who choose your company over another because of your ES&R programs or from one who will not leave your company because s/he knows they will be giving up your programs. It may not be necessary to identify employees but quotes can help prove your point.

## Section III Strategies

- A. Strategy considerations. Consider a few different strategies and choose one which will work best in your situation and one targeted to your specific desired results.
- B. Cost analysis. Compare costs of each strategy.
- C. Evaluate the effect of proposed changes.
- D. Recommendations. What are your recommendations for improvements?
- E. Action plan/measures


## Section IV Summary

The actual presentation of the business plan must be well thought-out and done as professionally as possible using well selected aids such as overheads.

article was "Change and Progress." The opening sentence states that, "Employee services directors and recreation managers are seeing a number of changes taking place within their field." It went on to describe what the future might hold for our field. Although some of the predictions haven't materialized to date, the point to be emphasized is that someone had the vision to try to look ahead. This is where strategy planning prepares us for the future. What do you think will happen in

your business over the next five to 10 years? What can you do to help your organization reach its goals and at the same time make your Recreation Program the best it can be through networking, benchmarking, strategy identification and action planning?

Help in preparing your business plan is close by—ask your staff for input. You might be surprised at the contributions they can make if given the opportunity. Remember it is not a crime to learn from others, it's smart business.

As we move through the 90s are you willing to change, can you meet the challenges, will you have the right processes in place for success? Remember, a well thought-out strategy can make you a winner. 

*NESRA Past President Kirt Compton, CESRA, recently retired from his position as recreation program coordinator for Eastman Kodak Company. Compton is on the adjunct faculty at Brockport State College. He is writing NESRA's publication on Retiree Services which is scheduled for print in early 1994.*



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**April 14-18, 1993**

# A Letter from the Chair of United Way of America

Materials provided  
by United Way of America

*NESRA's Market Survey revealed 75.8 percent of NESRA members implement United Way campaigns. To serve you better we have printed the following letter from the Chair of United Way of America, which addresses the recent controversy involving United Way of America. You'll also find tips on handling objections and general tips on implementing a United Way campaign.*

Dear NESRA Members,

From the Supreme Court to our local banks. From our elected government officials to our local school boards. From airfare wars to neighborhood riots. No part of our society is untouched by change. Not even the United Way system.

Allegations of mismanagement at United Way of America forced us to make major organizational changes in the past few months. Understandably, this situation may have caused you to waiver in your trust and respect in United Way. For this, the United Way of America Board of Governors and I extend our apologies.

However, the results of this experience have been healthy for United Way of America. We took a critical look at ourselves, saw what needed changing and took the actions necessary to reaffirm our commitment of accountability to United Way supporters.

As a United Way supporter, it is important that you understand that the controversy earlier this year was not directed at local United Ways.

Though linked by name, symbol and overall mission, local United

Ways operate quite differently from United Way of America. They are independent organizations that raise money in their own community, then distribute the funds to local human-care services that help residents in need.

United Way of America is the national service and training center which serves and supports local United Way efforts. United Way of America does not raise or allocate funds, but provides training, products and technical assistance as requested by the local organizations.

In the past few months, United Way of America has worked diligently to resolve all the critical issues. We have listened closely to local United Ways' concerns and have implemented their suggestions. This includes giving local volunteers representation on the board of governors and oversight committees. They now have direct hands-on involvement in the national programs.

Today, United Way of America is a new organization with a stronger governing system, stricter financial controls, a significantly reduced

operating budget, fewer staff, and improved personnel policies. All of these efforts ensure that the mistakes of the past will not happen again.

Now we look to the future, remembering that the United Way system has but one agenda and that is to see that people in need are not lost and forgotten. As a United Way contributor, you can continue to have faith in your local United Way. You can take pride in knowing that through your local United Way, you are helping people in your own community who really need help.

But don't just take my word. Get involved with your local United Way campaign. Visit the agencies in your community and meet the people you help. I know that the expressions of appreciation you'll encounter will be just as genuine as my earnest thanks to NESRA members for your ongoing spirit of caring through United Way.

W.R. Howell  
Chair, United Way of America  
Chairman & CEO,  
J.C. Penney Company, Inc.



## United Way

**T**here are many elements that go into creating a successful campaign. Vital to the process are planning, a real understanding of what United Way is all about, and the ability to get that understanding across.

To get that United Way message across, you first need to capture the attention of your audience. One of the best ways to do this is to build your campaign around a special theme—an exciting, upbeat message that addresses the interests of your audience and transforms your communication efforts from “routine” to “extraordinary.”

A catchy theme can do many things. It can create a positive environment that makes people feel good about United Way. It can tie all your campaign materials and activities together, adding punch to your message. It can generate interest, maintain continuity, and keep the campaign rolling.

And for those companies with branch offices around the country, an exciting theme can provide the “glue” that ties local efforts together.

As an added bonus, a positive theme—with its uplifting symbol and snappy slogan—can even cut through the “everydayness” of the environment, adding color to the workplace and helping to build morale.

## Developing A Theme

A theme has two parts: Something visual, such as a symbol or motif; and something spoken or written, such as a slogan.

One of the first rules of theme selection is to keep the theme simple. Focus on what people like, especially for those people you are trying to reach. Look for tangible symbols that relate to United Way and to the message you are trying to convey—something warm, personal, uplifting. Sky-related theme items work well: Motifs such as stars, kites, balloons, and rainbows. But hearts, hands, sports, and even a leaf rake have proved to be winning symbols in successful campaigns.

In a well-developed theme, the symbol is able to stand alone as a shorthand message. For example, in one campaign that used a hot-air balloon symbol, campaign volunteers wore balloon lapel pins. Throughout the following year, these employees continued to wear the attractive pins, creating a subtle, year-round reminder of voluntarism.

It is best to tie your slogan to the symbol and to keep your slogan short. Use an action verb in the slogan and avoid negatives like “can’t,” “don’t,” “no,” and “not.” The most effective slogans are those that call for personal involvement.

Here are some slogans that have gotten results:

- Let’s Make It Fly
- Help Brighten Tomorrow
- Give Life a Lift
- Touch the Future
- Let Your Heart Lead the Way
- Love: Keep It Working
- Lift Someone’s Spirits
- Make a Wish Come True

There are many places you can turn to for items that will add sparkle to your campaign. One place is as close as your telephone.

United Way of America’s Sales Service Department can help you identify specialty items to support your theme. Feel free to call on the Sales Service Representatives for ideas about how you can personalize your campaign.

When you are deciding on a theme, consider current interests. What is selling? Has a recent movie had a tremendous impact that could

be turned into a theme? Think of capitalizing on trends and fads. Can readily available items like T-shirts, stickers, or games be worked into your campaign?

Keeping costs low is always a consideration in planning the campaign and in carrying out a theme. For this reason, think of items that will do double duty. For example, kites used to decorate a lobby can be used later as thank-you gifts for volunteers or as prizes in a company-wide drawing.

Mementos, such as jars of rainbow-colored paper clips or everyday office items like note pads or pencils, can be imprinted with the United Way logo or with your company’s campaign symbol and slogan. Such mementos are fun, functional, and a long-lasting reminder of your campaign’s achievements.

## Planning Your Campaign

Now that you have an idea of all the things that can be done to make a United Way campaign fun and exciting, here are some planning tips to make the campaign easy and to keep it meaningful as well:

**Spread the Fun and Lighten the Load.** Get lots of people involved in planning your United Way effort. Involve coworkers from all levels of management, labor, salaried staff, and wage workers. Recruit your United Way committee early, and assign tasks to everyone.

**Begin Early.** Review and evaluate last year’s campaign. What were its strengths? Did it have any weaknesses? Learn from both. Set up a planning calendar. Decide the best times to conduct volunteer training sessions, rallies, film showings, special events, and so on.

**Do Some Creative Brainstorming.** Provide refreshments and a relaxed atmosphere for your

committee meeting. Invite your committee members to consider the question, "What can we do to make our campaign really exciting and meaningful?" Think of ways for the United Way campaign to help boost employee morale, and to improve communication and understanding between levels and departments of your organization. Consider ways your campaign can provide an opportunity for your people to feel good about their jobs, their organization, their community and themselves.

**Involve your chief executive officer and union leaders** from the beginning. Meet with them to share your committee's ideas and recommendations and to discuss the objectives of your campaign and your company goal. Ask for their pledges before the campaign gets under way, and request their support during the campaign. Their appearance at your campaign events—and a letter endorsing United Way from them to employees—will help make your job easier. Their active participation at training sessions and rallies is also important.

**Consult your United Way** to find out what resources it can offer to make your campaign exciting. Ask about speakers, agency tours, printed materials, and agency exhibits or service demonstrations.

**Recruit solicitors early.** One rule of thumb suggests recruiting one solicitor for every 10 employees. Select people who are responsible and want to help others.

**Inspire Solicitors.** Use a United Way speaker or film to present an overview of community needs. Take solicitors on a tour of United Way agencies. Share examples of how people in your town—perhaps even fellow employees—have benefited from United Way agency services.


**Train solicitors.** Outline the campaign's goals, objectives, and plan. Discuss your company's guidelines for giving or United Way's suggested guidelines. Review

questions frequently asked about United Way. Explain how pledge cards and other campaign forms should be used.

**Make the campaign meaningful.** Bring United Way into focus for your coworkers by sharing examples of how United Way helps brighten people's lives. By doing so, you will help coworkers realize the satisfaction that comes from helping their community.

**Remember to say thanks** to everyone—from committee members to contributors—who helped make your United Way effort a success.

**And finally, keep the good feelings going** with a program of year-round education and involvement.

To receive further information on enhancing your United Way program, contact your local United Way office. 

## Tips On Handling Objections

Campaign solicitors will encounter people who strongly object to contributing to United Way, particularly because media coverage of the United Way of America controversy has made them question the accountability of all charitable organizations. Keep in mind that objections are a natural part of the campaign, and regard them as opportunities to present your viewpoint.

Here are some insights into the psychology of objections and practical ways of handling them.

- Objections are not personal. An objection is not directed against you but rather at the idea you are presenting.
- Objections often are not real. Most objections are "stalls" rather than sincere objections. You have to probe deeply to uncover the real issue.
- Show sympathy. Listen carefully to what your prospects say, and show your concern. You can still be sympathetic without agreeing.
- Objections are not answered. You cannot answer an objection because the objection is usually more imagined than real. Handle the objection by deflecting it or bridging to a related, more positive point.
- Don't argue. When you counter an argument, you force your prospect into defending it, which causes resentment. In other words, you may win the argument but lose the sale.
- Encourage the objector to talk. Allow the person voicing the objection the opportunity to expand on it at length. An insincere, illogical or poorly thought-out objection will fall on its own shortcomings.
- Relax and be yourself. Your job is not to match wits or verbally fence with your prospect. You have ideas to present, so you should be straightforward in your presentation. The solicitation interview is not a "win-lose" situation; it is a "win-win" situation.

# Balanced Workouts



*Read how adding weight training to employees' workout routines can complement aerobic exercise.*

by Michelle Gonzalez

Weight Training has become the catch phrase for the 90s among fitness buffs. As in the 70s with "aerobic exercise," exercising with weights is becoming a means for physical fitness in the 90s. Yet, unlike aerobic exercise (such as running), weight training has many advantages that makes this form of exercise accessible to everyone.

Not only has research proven the fitness and health benefits of weight training but also that it yields results in disease and injury prevention, rehabilitation and weight loss. In this article the benefits of weight training, a sample of an effective workout and how you can turn your employees on to this form of exercise will be discussed.

Physical fitness is a general term that can be described as "...a set of attributes that people have or achieve that relates to the ability to perform physical activity." (Casperson CJ, Powell KE and Christenson CM: Physical activity, exercise and

physical fitness: Definitions and distinction for health-related research. *Public Health Reports* 100: 126-131, 1985.) Yet physical fitness has an array of components which health professionals have used to further define fitness. The components of fitness can be divided into three groups: Cardiovascular, flexibility, and muscular strength and endurance. The American College of Sports Medicine, (ACSM), who for years advocated purely aerobic exercise in a quest to combat heart disease, now recommends strength training combined with aerobic exercise for optimal health. Weight training develops muscular strength and endurance through progressive resistance. It also helps to develop flexibility as the movements are performed through a joint's full range of motion in a controlled manner. Adding weight or strength training to fitness routines will add the necessary balance to an overall state of fitness.

Weight training alone is not as effective as aerobics for cardiovascular conditioning. When the two are combined, the results prove that weight training *does* enhance cardiovascular fitness better than aerobics alone. In a study conducted at McMaster University, coronary heart patients with similar fitness levels were divided into two groups. One group did weight training plus aerobics and the other did aerobic exercise solely. Both groups were controlled to exercise for the same amount of time, approximately 75 minutes.

At the end of 10 weeks, the aerobic-only group showed a minor 2 percent increase in aerobic capacity, and a 22 percent increase in time to near exhaustion. The weight training plus aerobic group showed a 15 percent increase in aerobic capacity and a 109 percent increase in time to near exhaustion (McCartney NA et al. Usefulness of Weight Lifting in Improving Strength and Maximal Power Output in Coronary Heart Disease," *Am J Cardiology*, 67, 939-

945, 1991.) This second group gained these dramatic results while doing *half* the aerobics as the aerobic-only group. Not only did they improve their fitness but they did so more efficiently.

## Benefits

Gravity is the mechanism that tells our bodies to retain bone and muscle mass. Astronauts returning from space have been documented to lose as much as four grams of bone for every 30 days in space. (A Study of Metabolic Balance in Crew Members

stressed beyond everyday gravity to build up and retain the tissue that conventionally degenerates.

Aerobic endurance activity may help to retard some of this loss. Yet aerobic exercise cannot *prevent* the loss of muscle mass or bone density, nor can it *reverse* this loss in the elderly. Dr. Sydney Bonnick, director of Osteoporosis Services at the Cooper Clinic, stated that his clinic was seeing people with excellent cardiovascular fitness but who had hairline fractures of the spine and hip (*ABC News* transcript, "Lifting for Life," May 10, 1991). Aerobic activity is not enough to insure the

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***"Weight training alone is not as effective as aerobics for cardiovascular conditioning. When the two are combined, the results prove that weight training does enhance cardiovascular fitness better than aerobics alone."***

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of Skylab IV, *ACTA Astronaut*, 1979, 6,1313.) As we age, gravity is not enough to tell our musculoskeletal system to retain bone and muscle mass. The average American male from the age of 20 to 80 will lose a quarter of his total muscle mass (Larson, L. Morphological and Functional Characteristics of the Aging Skeletal Muscle in Man, *Acto Physiol Scand*, 36, Suppl 457, Rambart P.D. et al., 1978.) This can average five pounds a decade! The bone density and muscle loss that we attribute to aging as part of the natural degenerative process, is primarily due to disuse. Our musculoskeletal system needs to be

health of muscles and bones. Weight training is exercise that targets the skeletal muscle with weighted forces and progressive resistance.

Progressive resistance must be emphasized in order to challenge and improve the musculoskeletal system.

Weight training, in itself, is becoming the choice exercise for optimal health for its capacity to prevent age related diseases and injuries. Concerning osteoporosis, weight training can be a preventive measure. Lifting weights stresses the muscles, which in turn pulls on the skeleton making it stronger. As the bones become stronger, they become more dense and resistant to stress

fractures and decalcification, which can lead to osteoporosis later.

Many research centers on aging are utilizing weight training as exercise for the elderly to increase muscle function and discovering other beneficial effects of weight training. Dr. Evans, of the U.S. Department of Agriculture's Human Nutrition Research Center on Aging at Tufts, is using weight training and seeing 200-300 percent increase in muscle function. Experiments which began in the 1960's through 1985, done in the USSR on nonathletic seniors age 60-80 have shown



conclusive results. These seniors underwent light weight training routines 5-6 times a week and demonstrated noticeable improvements within three months. Their muscle tone was visibly enhanced, they had a decrease in blood pressure, increased sexual performance, effortless fat loss, and muscle gain. According to Professor Doborow, who conducted the experiments, strength training is preferable to endurance training for the elderly population because of its de-aging effects. (Klatz, R.DO, and Hirsch, A., MD, "The Ageless Athlete," *The Professional's Journal of Sports Fitness*, pg.11, Spring 1992.)

## Injury Prevention

Physical therapists have used weight training to rehabilitate traumatic injuries dating back as far as the 1940s. Progressive resistance therapy was utilized by Drs. DeLorme and Watkins to rehabilitate World War II servicemen. Patients begin their therapy with low weights, and then progress to heavier weights as they become stronger. Progressive resistance stimulates the production of myoproteins in our muscles, adds collagen proteins to our connective tissue and osteoproteins to our bones (Westcott W, PhD, "Strength Training for Injury Prevention," *American Fitness Quarterly*, July 1992). This creates a stronger and more functional musculoskeletal system that is resistant to injury. If this kind of therapy works to rehabilitate injuries then it would also work for healthy individuals to prevent overuse injuries.

Many injuries, aches and pains people suffer from are caused by muscle imbalances. Many aerobic activities work certain muscle groups harder than others creating muscle imbalances. For example, running long distances has a tendency to overdevelop the hamstrings compared to the quadriceps of the front of the leg. This imbalance can lead to knee problems as it compromises the joint's stability. Most aerobic exercise tasks the lower body, and hardly works the upper body where two-thirds of all your muscles are located. Haven't you seen runners or bikers with great leg development but skinny upper bodies? This asymmetrical muscle development can lead to poor posture, and back problems. Even the aerobic activities that do exercise the muscles in your upper body, do so unevenly. Swimming for example stresses the muscles that pull the arm through the water more than the muscles that recover the arm as the swimmer finishes his stroke. This resulting muscle imbalance predisposes the already

vulnerable shoulder to rotator cuff injuries. Muscle imbalances that occur through aerobic activity, as well as through everyday life, can be corrected by weight training to prevent injury and pain.

Backache and pain effects 80 percent of all adults (Melleby A: *The Y's Way to a Healthy Back*. Piscataway, NJ: New Century Publisher, 1982.) Back pain can be chronic or acute, as resulting from improper lifting technique or an accident. Most back pain is from muscle imbalances of the torso. While research has found that strengthening the abdominal muscles helps, aggressive back therapy also indicates strengthening exercises for the erector muscle which extends the back. It has been shown that forward flexion of the spine, that slumped-over position most people assume when sitting, places stress on the disks of the lumbar spine two times that of standing upright. (Hall H, "Take a Stand Against Backache," reprinted from *The Back Doctor*, 1985.) Back muscles that are weak need to be trained to sustain the extended position keeping the back in alignment. Torso stability and proper alignment are two other factors that help prevent back injuries. Weight training not only can be used to isolate and strengthen the abdominal muscles and erectors, but also the very nature of weight training (especially with free weights) demands torso stability and proper alignment as you lift the weight.

## Weight loss

In Colvert Bailey's *Fit or Fat*, his prescription for weight control and fitness was short and simple: Aerobic endurance exercise. Yet recently he has added weight training in combination with aerobics, recognizing the benefits of weight training for weight loss. (see Bailey C, *Weight Lifting, The New Fit of*

*Fat*, pgs. 103-106, 1991.) Muscle tissue is active tissue burning calories constantly: It drives your metabolism. Ninety percent of all the calories burned in the body are burned by muscle, even if you are sedentary. Research shows that metabolism is not the only factor, rather, the amount of calories you burn is determined by the lean tissue to body fat ratio, in how you gain or lose weight. That is why two people who weigh the same, may gain weight differently. A person who has a 16 percent body fat burns more calories per pound of body weight than a person with 25 percent body fat. When people diet on restricted calories, they lose mostly muscle and a little bit of fat. Aerobic exercise is better than no exercise to prevent excessive lean tissue loss as you diet. Yet, weight training substantially alters your lean muscle mass to fat weight changing your body composition and making muscles feel firmer as you lose the fat. It makes sense then to employ weight training to stimulate the activity of your muscle cells. Your weight may not change, but you will lose inches as your body fat percent decreases, and be able to consume more calories without gaining weight.

## Recommendations

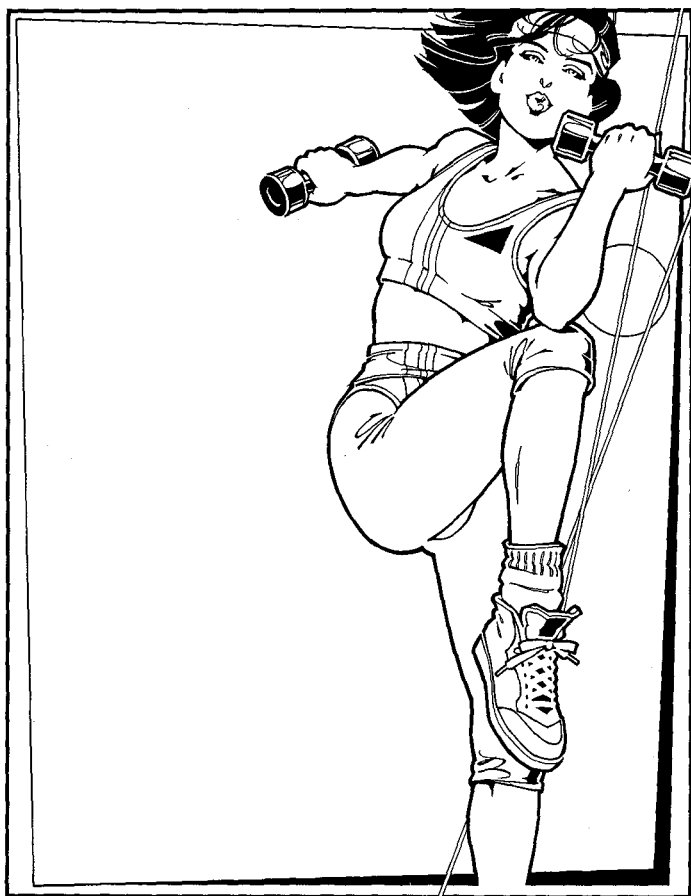
For general fitness and injury prevention, most guidelines recommend a full body workout. The ACSM guidelines recommend strength training 2-3 times a week, involving 10 exercises that work the major muscle groups, with resistance that allows no more than five to seven repetitions of a movement for three sets. Yet, significant strength gains can occur with exercises that apply lower levels of resistance (Lea & Febiger, *Guidelines for Exercise Testing and Prescription/American College of Sports Medicine*.-4th ed. Penn., pg 113, 1991). This guideline

may be too advanced or too general for most people. A weight training program must be tailored to an individual's needs. What has worked in my experience is situating the participant in one of three program phases based on their goals and fitness levels. All of these workouts do not last more than an hour. If a participant is working out for more than an hour they are probably doing too many sets, taking too long of a break between sets, or doing too many exercises.

The first program is for beginners, and is mostly a conditioning phase that introduces the participant to weight training. This is a full body workout that begins with the legs, progresses to the back and chest, then to the smaller muscles of the shoulders and arms. By working from larger muscle groups to smaller ones, you can be assured to work the

whole body more efficiently, and safely. I recommend about 3-4 exercises for the lower body, including the calves, and two exercises for the back and chest each, 1-2 for the shoulders, and one exercise for the biceps and triceps each. Not more than two sets of 12-15 repetitions should be performed per exercise, with about a 30-second rest in between the sets.

Stay with basic push-pull exercises rather than attempting exercises that require extreme body awareness and coordination. Selecterized equipment and machines are easiest to use. But also integrate free weights, to teach the participant coordination and alignment. Participants will find that they use their abdominal muscles for torso stability during the workout, so do not pre-fatigue them before the workout. Save abdominal exercises for after the weight training session.



Most people who are looking for general fitness and injury prevention will find the above full body workout, performed twice a week, to be effective. If a participant's goal is an actual change in body composition, three workouts, on nonconsecutive days, per week is needed ("Effects of Weight Training on College Female," *Journal of Applied Sport Science Research*, Vol 3, No. 2, 1989). If a participant finds that they would like to continue to a more advanced workout that targets strength and power, they can split the upper and lower body parts. Again each workout should not last more than an hour, and should target the muscle groups at least twice a week, on nonconsecutive days.

Each workout should be a challenge. There are several ways a participant can increase his/her

between sets. These are just a few examples from an array of intensity altering techniques. I do not recommend adding more than three sets per exercise for the average participant. Always keep in mind the participant's goals and time constraints. After all, weight training for more than an hour will not only lead to overtraining but is also very tedious and who has time to waste!

## Integrating Weight Training

I am fortunate that our corporate headquarters has an in-house weight training facility. Encouraging members, and employees, to try weight training or incorporating it into their fitness routines is as simple

hindrance in promoting weight training for health and fitness. Publish an article on the benefits of weight training in your employee newsletter. Conduct a brown bag lecture on weight training for weight loss, or any other specific health issue and how weight training effects that issue. Make arrangements with a qualified personal trainer to offer a free session as a prize in a company raffle. Invite a fitness representative from a local gym or health club to your next health fair. Have s/he demonstrate exercises with rubber tubing, hand-held weights or any other mobile resistance equipment. Remember, you can encourage weight training without weights. For example, crunches (modified sit-up), push-ups, squats and dips are all strengthening exercises that use the participant's body weight for resistance. These kind of exercises can be illustrated in a memo and posted near the water cooler. I have used all of the above ideas, with great results and sparked interest in people who never considered stepping into a health club, much less attempting weight training.

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***"Constantly update members' programs with new exercises, incentive programs, contests that encourage team workouts, or reward members..."***


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intensity. One way is to obviously increase the weight, but sometimes this is not desirable or, more frequently, a participant reaches a strength plateau. To overcome this plateau and increase intensity without adding weight I encourage the people I train to do one of the following: 1). Change the exercise to another that stresses the same muscle; 2). Sequence the exercises for the muscle group in a different order; 3). Change the repetition number from 12-15 to 8-10 per set, or vice-versa, changing the weight accordingly; 4). Take shorter rests in

as making them aware of the benefits and the accessibility of weight training. Getting people to stay with the program is another matter! Keep weight training fun. Constantly update members' programs with new exercises, incentive programs, contests that encourage team workouts, or reward members who are consistent with their training.

There are many different motivational techniques you can do, but being an example, by weight training yourself, is the most effective. Not having access to a facility does not have to be a

## Conclusion

Weight training is for everybody. Weight training is no longer something to be associated just with body builders and football players. The benefits of weight training, from weight loss to injury prevention to its de-aging effects, prove it to be essential for optimal health. Weight training along with aerobic exercise can help your employees live longer and healthier lives. If the trend continues it may be more popular than aerobic exercise. 

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*Michelle Gonzalez is the fitness director for the National Fire Protection Association in Quincy, Massachusetts. She is also the head coach and strength trainer for World Gym Dedham Competitive Aerobics Center.*

*New Publication!*

# Special Events: Inside & Out

by Robert Jackson and Steven Wood Schmader

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# Selling Logo Items

*This article contains information on new logo items and helpful tips on purchasing these items.*

by Alan Wendorf

**H**ow many times have you been stuck when you didn't know where to buy a logo item. It can be something as simple as a pen or as complex as a piece of lucite. Given the way the current economy is, those that advertise will do better when the economy rebounds. Morale at companies is at an all-time low. If one can boost up company morale and at the same time keep the logo in front of the public, why not purchase more logo items?

Many employee stores carry a wide assortment of different logo items. At least 90 percent of these stores are furnished by advertising specialty salespersons. What sells in one employee store may not sell in a different region. As a buyer, you can pick and choose what you wish to carry in your store—logo items is a \$5 billion dollar industry. Don't you think you should get a piece of the pie?

## New Products

One of the biggest year-round sellers, especially during the holiday season, are food products. Although this is not a new product, few stores carry food items. Everyone remembers a food item when they

get it. There are companies that can put logos on tins of popcorn, peanuts, fruits, etc. Also, there are companies that have gift certificates for food, such as: Steaks, shrimp, and desserts. There is a big profit in these products.

A product that comes into mind which employee stores have been selling many of, is a water bottle in the shape of a barbell or a telephone. The most popular items of the last few years have been a roll-up short-sleeved shirt. The body is one color and the sleeve is a different color. The imprint or the embroidery goes on the sleeve. Stores have been selling them by the dozens.

I am classifying Disney™ character watches as a new product because stores do not carry them. A store can get an assortment of figures including: Mickey, Minnie, Donald Duck, Goofy, and Snow White. Some stores that took a chance in ordering have reordered three or four times. During the holiday season, stores cannot keep the Disney characters on the shelf for a long period of time.

According to the Specialty Advertising International Association's survey on Logo Items, wearables are the number one best seller. The survey states that 19.7

percent of the total sales were wearables followed by a 13.4 percent for writing instruments. Another popular item is executive gifts. Name-brand items also do very well: Sony, Seiko, Mikasa, Panasonic, etc. Some employee stores carry big ticket items like TVs, VCRs, jewelry, cameras, and refrigerators.

## Catalog Sales

There are quite a few company stores who operate with a catalog. If the catalog is done correctly, it can produce a profit while giving the company additional exposure. Some key points to keep in mind are:

- It is very important to start small. Use a few products and see how you do.
- Remember, most companies require three to four weeks to fulfill an order, and during the busy season, it can be even longer. You should also leave about one week for transit time when ordering.
- Due to the wearable shortage, you should try and plan ahead. If you have four seasons, you are going to want to order items about a season ahead. You should be ordering

towels, hats, golf balls, etc. in April and May for the summer season.

- Embroidering a wearable gives a much higher perceived value than screen printing.
- Be sure when you put a catalog together that a separate price sheet is an add-on. Do not put prices on the individual items. If prices change, you would probably have to plan on reprinting the entire catalog instead of just a sheet.
- With a catalog, don't be afraid to let go of slow moving items.
- Run specials to get people into the store. Give away an inexpensive item with the purchase of an arbitrary amount; e.g. give away a key chain. If you sell a \$10 item and you are making \$2 or more, a 50-cent item will create a lot of goodwill.
- Decorate for the seasons: Valentine's Day, Easter, Christmas, etc.
- For those of you who are fortunate and have more than one location, talk to your fellow coworkers at the other locations. Try and work together. It doesn't make too much sense for each buyer to purchase shirts separately; you lose your advantage.

## General Tips

Following a few guidelines when buying, displaying and pricing logo items can make selling these items easier. Here are some suggestions:

- You are better off using small quantities even if it costs more. This way it allows one to find out if an item will sell without getting stuck with extra merchandise.
- Use your salespeople's knowledge to the fullest.
- Don't put any date on the merchandise unless you absolutely have to. It will enable one to sell it at any time.
- If a product isn't moving, unload it

for a cheaper price. It's better to cut your loss, then drag it out.


- Rotate your products. If you sell the same products day in and day out, at the same location, chances are the items will get stale. However, even if you keep the same products and simply rotate them at different times of the year, customers will think you have new products.
- Remember the current fashion craze. When buying wearables, people like loose fitting apparel.
- Try something new.
- The cheapest product is not always the best.
- Don't be afraid to ask the employees for their suggestions on anything they would like to see in the store.
- Try to see if you can get flyers put into payroll envelopes. You'll get free exposure.
- Management support is a real key item.
- If you have slow moving items, don't leave them on the shelf. Get rid of them; perhaps you should donate the items to a charity. You can take a tax break and even keep your name out there while creating goodwill.
- Don't be afraid to offer complementary items of one another. If someone wants golf balls, don't be afraid to ask if they need a visor or a golf glove. The worst thing that can happen is that they say no.
- Do special deals. If you sell a shirt for \$7.95 and a visor for \$3.95, don't be afraid of selling both items for \$10. Be sure when you do these deals that you are still making a profit. If you're paying \$4 for a shirt and \$3 for a visor, there is nothing wrong with a 42 percent profit.
- Remember the customer is always right. If a customer wants to return an item for any reason, don't squabble, just do it! The amount of goodwill you can receive from a happy customer could come back tenfold.

• Don't be afraid to ask your vendors for their input.

- When pricing an item, be sure to include your total overhead; rent, salaries, etc.

If you have a good product mix and you build up a good reputation, other departments will come over to you to get products for them. If you buy correctly, then you have a good chance of being able to make a profit.

## Conclusion

The advertising specialty/premium market is \$5 billion per year and growing. Selling logo items can boost sales. If you are just starting out with an employee store, perhaps you should start small. See what sells. Be sure to ask your fellow NESRA members for their help. I am certain they will be glad to help you out. Also, in case you aren't aware, NESRA has an employee store committee where all the committee members have different expertise. Call NESRA for their names and ask for help. Share your ideas. 

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*Alan Wendorf is the owner of Sayings For You, Inc. an advertising specialty company. He is also a member of the NESRA Employee Store Committee.*

# Provide Employees with The Complete Elder Care Planner

*"Employers are beginning to understand that they incur elder care related costs in terms of lost work time, impaired productivity, unplanned absences, higher use of health benefits, and employee turnover rates."*

—Patrick Stinson, NESRA Executive Director

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Shipping & Handling: \$2 for first book, 75 cents for each additional book. Customer pays all shipping. Allow a minimum of 3 weeks for delivery (6-8 weeks for personalized editions).

Terms: Books are nonreturnable. Prepayment is required. Personalized editions require a 50 percent deposit with the balance due prior to delivery. Quantity discounts are for shipments to one location only.

Make checks payable to: **NESRA Headquarters, 2400 S. Downing Ave., Westchester, IL 60154-5199, Fax: (708) 562-8436.**

SHIP TO: (Please type or print)

Name \_\_\_\_\_ Telephone \_\_\_\_\_

Organization \_\_\_\_\_ Title \_\_\_\_\_

Address (No P.O. Boxes please) \_\_\_\_\_

City/State/Zip \_\_\_\_\_

### Polar Bear Encounter Tours

Canada Travel Specialists is offering a travel package that allows adventuresome vacationers to safely experience a close encounter with the Arctic polar bears.



Travelers will journey from Winnipeg, capital of Manitoba, to the port city of Churchill on Hudson Bay, the "Polar Bear Capital of the World." Wilderness adventurers can make the trip northward by VIA Rail and return southward on a Canadian North Boeing 737, or vice versa.

During their five night/five day stay in Churchill, travelers explore the surrounding tundra. The trip's main event is two full days of polar bear watching in the heated comfort of tundra buggies, vehicles that stand 12 feet above the tundra. These white polar bears are the second largest bears on earth, towering up to 10 feet when standing upright, weighing up to 1,600 pounds.

For more information, contact Canada Travel Specialists at (800) 829-2262.

### Business Gifts

Browning & Drum's latest catalog features clocks, leather goods, business and travel accessories,

which can be imprinted with a company logo. The company is a direct-mail firm specializing in corporate gifts and will send samples on loan, at no charge.

Items are value-priced in quantities of 25 and up. For more information, contact Browning & Drum, 18 Main Street, Concord, MA 01742, (800) 825-2060.

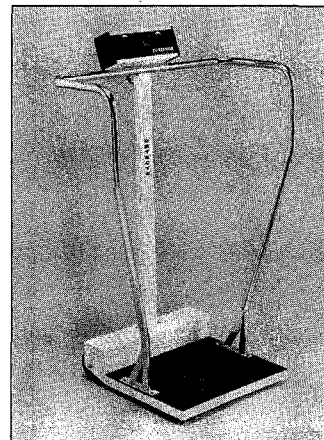
### Book To Increase Brain Power

*The New Brainbooster* by Robert W. Finkel is a book offering easy-to-learn techniques in learning and retention. Based on a course at a major university, this revised edition of a handbook offers proven techniques for learning faster and remembering more easily. Whether one is studying for a graduate degree, managing a household, or running a company, an overwhelming amount of information—names, dates, facts, rules, ingredients, numbers, procedures—needs to be remembered. Dr. Finkel's methods, including imagery, telescopic organization, and memory pegs, have numerous applications to everyday life.

Robert W. Finkel has a Ph.D. from New York University and is a theoretical physicist. He is chairman of the Department of Physics at St. John's University in New York. Dr. Finkel has helped to develop a pioneering program in the education of gifted children, and is a consultant to industry and government organizations.

For more information, contact Walker and Company, 720 Fifth Avenue, New York, NY 10019, (212) 265-3632.

### Digital Scale



Detecto Scale has a portable, high capacity, digital scale, Model 6855, designed to accommodate obese and unsteady patients. This scale provides patients with the security of sturdy handrails and a large, nonslip rubber platform. It is lightweight and easy to move since it incorporates built-in wheels and a rechargeable battery.

Model 6855 offers an automatic zero and automatic on/off switch along with a pounds/kilo conversion switch and a motion detector/weight lock-in device.

For more information, contact Detecto Scale, P.O. Box 151, Webb City, MO 64870, (417) 673-4631.

### Unique Meeting Facility Available

From black tie to tie dye, the Monterey Bay Aquarium can tailor private parties to any theme. The aquarium can accommodate up to 2,000 guests. Explore the aquarium by reserving all or part of the facility for a private event. Interpretive guides enrich the experience and involve guests in the exhibits.

The Ocean View Conference Room offers a smaller private room for meetings, receptions and meals as part of an aquarium tour. The 273-seat auditorium can be reserved for lectures, slide shows or other presentations.

For more information, contact The Monterey Bay Aquarium, 886 Cannery Row, Monterey, CA 93940-1085, (408) 648-4928.

## Catalog of Logo Items

Best Impressions has a new catalog featuring advertising specialties for promotions, incentives and year-round gift giving. Get your company name on pens, duo-highlighters, mugs, corkscrews, personal care items and much more.

For more information, contact Best Impressions, 348 North 30th Rd., P.O. Box 800, LaSalle, IL 61301, (815) 223-6263.

## Consumer Information Booklets

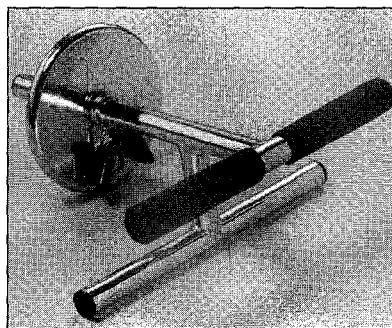
The Consumer Information Center of the U.S. General Services Administration has published two booklets entitled *Looking Out for #2: A Married Couple's Guide to Understanding Your Benefit Choices at Retirement*. The booklets examine different plans and describes the benefits and rules for each partner.

The first booklet, *Defined Benefit Plan*, answers questions about your plan if you are going to receive a fixed amount when you retire; while the second, *Defined Contribution Plan*, describes plans that pay a

variable amount based on contributions from you and your employer.

For more information, contact Consumer Information Catalog, Pueblo, CO 81009, (719) 948-4000.

## Leg Strengthening



The Dynamic Axial Resistance Device (DARD) from Performance Health Systems is dumbbell-shaped and is designed to work the knees, ankles and quadriceps even while sitting at your desk. The weight levels can be increased to make the resistance level more difficult as the muscles get stronger.

The DARD prevents and rehabilitates shin splints by isolating the tibialis anterior muscle.

For more information, contact Performance Health Systems, 2201 Waukegan Road, Suite E 250, Bannockburn, IL (800) 945-9331.

## Practical Plan

In the book, *Maximizing Your Energy and Personal Productivity*, author Charles T. Kuntzleman, Ed.D., provides a strategy for winning the battle over stress and

fatigue, and gain the physical and mental energy needed to be the best. The book shows how to: Change your response toward stress; learn how to release tension and relax; exercise to increase strength and endurance; eat foods that add, instead of deplete, energy; control your weight without "dieting;" develop positive relationships with other people; and recognize your personal potential and achieve your goals.

The author is associate professor of physical education at the University of Michigan. He has a doctorate degree in exercise physiology and is national fitness consultant to the YMCA.

For more information, contact Nordic Press, 104 Peavey Road, Chaska, MN 55318, (612) 368-2545.

## Mulching System



Deere & Company have a Tricycler variable-opening mulching attachment for 48- and 54-inch mower decks. The Tricycler design allows the operator to set the mulching plate or baffle at one of five positions—higher positions for mulching grass clippings and lower positions for mulching leaves.

The grass clippings are chopped into fine pieces that are blown into the turf where they can decompose

quickly because they are mostly water. The leaves are practically pulverized and blown into the turf where they disappear from view, and quickly break down without adding to a thatch problem.

*For more information, contact Deere & Company, John Deere Road, Moline, IL 61265, (309) 765-4459.*

## Winning Promotions in Record Time



Abacrome Banners & Flags, of New York City can produce banners, flags and other promotional items with short notice. Macy's and Lladro Fine Porcelains chose Abacrome to produce their formulated concept for a variety of promotional items that would focus shoppers' attention in the Special Olympics.

The in-store items to be displayed included banners, posters and counter cards. The visual concept was defined as a facsimile of the Olympic gold medal with all items to be coordinated in design, and color matched to the Olympic blue and gold. With only nine days until the start of the promotion and no concrete design, the challenge of

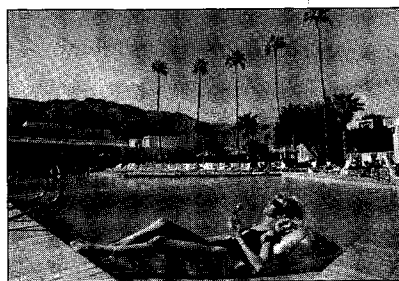
implementing the promotion was presented to Abacrome, designers and manufacturers of silk screened banners and promotional displays in the United States.

Abacrome is known for their proven record of computer design talent, advanced silk screening technology as well as competitive pricing. Their computerized shipping department provides a level of comfort that a nine day lead time and shipments to hundreds of locations normally doesn't allow.

Abacrome's in-house art department computer-generated the design for the "Olympic medal."

*For more information, contact Abacrome, 151 West 26th St., New York, NY 10001, (212) 989-1190.*

## Palm Springs Resort



The Palm Springs Riviera Resort & Racquet Club is a 24-acre vacation resort which provides a breathtaking view of the California mountains. The resort features amenities including Palm Springs' largest swimming pool, two hydrotherapy pools, an additional pool and a health club with Universal equipment.

The resort also features: An 18-hole championship putting course

complete with greens, tees, fairways, and course hazards; nine tennis courts; new croquet and bocce ball lawn; regulation sand volleyball court; basketball court; the professionally-supervised Camp Riviera child activity program; Sonny Bono's famous restaurant, Bono's; Bolero's Restaurant & Hideaway Lounge; and a poolside bar.

*For more information, contact Palm Springs Riviera Resort & Racquet Club, 1600 N. Indian Canyon Dr., Palm Springs, CA 92262-9828, (619) 327-8311, (800) 444-8311.*

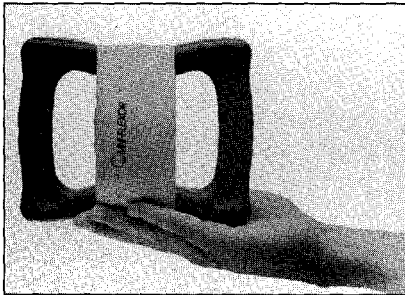
## Management Video

Simon and Schuster's Bureau of Business Practice (BBP) offers a 20-minute video entitled, "Sweet Persuasion: The Illustrated Guide to Unparalleled Management Success." Some of the key points covered are: Establishing and evaluating goals, building rapport, and creating a personal recipe for success. This Style of management that establishes the positive working relationships that win cooperation and make managing a beneficial experience for everyone involved.

Paul Karasik's 128-page book with the same name as the video, reinforces the concepts and strategies presented in the video. Divided into 16 chapters, the book outlines in detail Karasik's "sweet persuasion" formula for developing positive working relationships.

*For more information, contact The Bureau of Business Practice/Cally Curtis Company, 24 Rope Ferry Road, Waterford, CT 06386, (800) 243-0876, ext. 772.*

## Prevent Repetitive Motion Disorders



The Omni-Flexor is the only FDA registered hand-held occupational therapy device that safely develops all six motion ranges of the wrist. Currently in use at the Mayo Clinic's Physical Medicine and Rehabilitation Center, the Omni-Flexor isolates and exercises all major muscle groups in the upper extremity to protect against muscle strain and repetitive motion disorders.

Workers from computer stations to assembly lines can help protect against repetitive motion injuries, including Carpal Tunnel Syndrome with an Omni-Flexor exercise regime. Users grip the ergonomically designed handles on both sides of the dual canister unit. One hand stabilizes the device while the other hand rotates the Omni-Flexor. A daily five-minute workout can promote greater strength balance in all six motion ranges of the wrist. When the opposing skeletal muscles are balanced, the risk of injury is reduced.

For more information, contact *Omni-Flexor*, (800) 582-4131.

## Squat Exercises

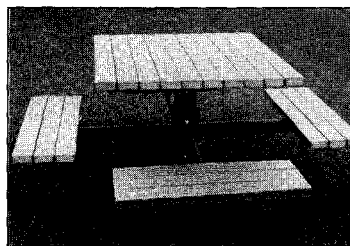
"The Squat Exercise in Athletic Conditioning: A Position Statement and Literature Review," is an

addition to the collection of position papers from the National Strength and Conditioning Association. The paper addresses this controversial exercise including proper use, precautions and injury potential.

The position statement stresses that "squats, when performed correctly and with appropriate supervision, are not only safe, but may be a significant deterrent to knee injuries." The statement emphasizes the importance of proper technique and proper supervision and is followed by a review of literature supporting the statement.

For more information, contact *The National Strength and Conditioning Association*, P.O. Box 81410, Lincoln, NE 68501, (402) 472-3000.

## Recycled Plastic Table

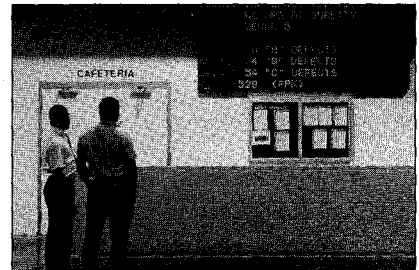


The American series table utilizes a heavy duty four-sided single pedestal steel frame supporting 2" x 4" recycled plastic slats to form the tabletop and seats.

One-hundred percent post consumer plastic is used in extruded process to make this recycled plastic. Available in white, chocolate brown and cedar.

For more information, contact *Litchfield Industries, Inc.*, 4 Industrial Dr., P.O. Box 317 Litchfield, MI 49252, (517) 542-2988.

## Improve Employee Communication



Improve daily communications with hundreds of employees through the use of a Trans-Lux Industrial Communications Display System.

Comprised of six attention-getting large scale LED displays, the Industrial Communications Display System posts daily product quality results, safety tips, personnel announcements and employee highlights. Widely read with a tremendous employee response rate, the bright, animated displays are located throughout the manufacturing facility at employee entrances, outside managers' offices and at high-traffic plant sites.

Using Trans-Lux state-of-the-art MenuWall and InfoWall technology, the displays are easily programmed via PCS on both a networked and individual basis. This flexibility enables the companies to update messages on an ongoing, daily basis.

Displays are available in red, amber, green or tricolor LED characters in a variety of sizes and graphic modes including moving, scrolling and flashing.

For more information, contact *Trans-Lux Corporation*, 110 Richards Ave., Norwalk, CT 06854, (800) 243-5544, in CT, (203) 853-4321.



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### **National Director**

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### **SPERA/York, Pennsylvania**

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### **NESRA Chapter of**

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### **SESRA/Orlando, Florida.**

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### **River City NESRA/**

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### **Golden Gate Chapter of**

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### **NESRA Chapter of**

Southern Arizona/Tucson, Arizona. Call Grace Mendoza (602) 791-4181

### **NESRA of Greater**

Phoenix/Phoenix, Arizona. Call John Bonner (602) 262-6542

### **NESRA of the Inland**

Empire/Riverside and San Bernardino, California. Call Kuni Heischman (714) 685-4893

### **OARES/Oakland, California.**

Call Carolyn Wimberly, (510) 498-2222

### **San Diego NESRA/San**

Diego, California. Call Jerry McDowell (619) 544-2624

### **SESRA/Seattle,**

Washington. Call Mary Burgess (206) 389-8113

### **SGEAA/San Gabriel,**

California. Call Ron Scott (818) 571-4103

### **SNESRA/Las Vegas,**

Nevada. Call Judy Hammer (702) 293-2493.

### **TCIRC/Santa Clara,**

California. Call Betsy Long (408) 773-3233.

### **UTESRA/Salt Lake City,**

Utah. Call John Reynolds (801) 863-5418



# When you participate in NESRA you're part of a larger effort

An effort that is one of the largest and most powerful forces in the United States today.

Last year, associations contributed an estimated \$48 billion to the American economy and employed an estimated 500,000 full-time workers — about the same number of people as the airline industry.

Associations like ours provide social and economic benefits that touch each of us every day. Think about it. If it weren't for associations, other institutions would be shouldering many added burdens. Who would be responsible for creating performance standards? Safety standards? Professional ethics? Providing top-notch education? Organizing volunteers? All of these efforts protect consumers and help Americans everywhere.

The work of associations is woven throughout the fabric of American society, and the public has come to depend on the benefits that associations provide.



If you would like more information on how associations advance America, please call Tom Gorski, ASAE, 202-626-2704.

# What Do You Like Most About ES&R?

*NESRA Headquarters randomly requested some NESRA members to answer the question: What do you like most about implementing ES&R programs?*

*Here are their responses:*

**"M**ost of all, I like the high degree of freedom and control that I have. Also, I have had the opportunity to make a significant impact on the creation of a healthy corporate culture at Texas Instruments."

—Dick Brown, general manager, Texins Association, Dallas, TX

**"I**nitially I became a volunteer to help fill in the void for our Gateway Club Employee Association. Since then, I have been able to establish relationships with many employees that I might otherwise not have met. Being a people person, the challenge of researching and developing new ideas which may benefit our employees adds excitement to my 'normal' day. The enthusiasm shown surrounding an event displays so much appreciation that it seems to make it all worthwhile!"

—Rhonda Spinell, membership and billing account specialist, Blue Cross/Blue Shield of Rochester, Rochester, NY

**"W**hat I like best about being involved in employee services for over 12 years now is helping people. Whether it is with selecting their

service award gift, assisting them with discount tickets, planning company-wide events or acting as the company's resource for entertainment, picnic sites or whatever comes up, it's very gratifying work. I can't imagine doing anything else."

—Linda Greco, administrator of employee services, Levi Strauss & Co., San Francisco, CA

**"I** enjoy the personal satisfaction from seeing that my efforts in developing programs for my membership is paying off in their enjoyment at our social functions, athletic events and the monetary savings they can reap from the various discount programs we have been able to participate in."

—Jim Marks, President, Connecticut Telephone Employees' Society, Canterbury, CT

**"I** look forward to the reaction from employees when we offer a new service. Last year we installed a video rental machine outside our cafeteria and it created a lot of excitement and good response from the staff. I also personally enjoy


stepping up to meet the challenge of servicing our changing workforce. The big event is no longer the \$6.50 ticket to a baseball game but instead the \$50 ticket to the opera!"

—Mary Ann Larkin, CESRA, associate, J.P. Morgan, New York, NY

**"W**e recently moved into a new and larger facility and are now able to offer more employee services and recreational activities. Our employees have responded positively and morale and participation have increased. Definitely what I like the most about implementing these activities is the positive response."

—Dottie Bovard, personnel specialist, Wiland Services, Boulder, CO

**"M**any of our employees travel and have enjoyed the reduced rate accommodations and travel benefits. As more companies join NESRA, I am confident that our employees will discover more ways to utilize the NESRA benefits."

—Lynn Kirchner, SPHR, director of Human Resources, Valley View Hospital, Glenwood Springs, CO 

**Delegate Budget Information  
for**

# **NESRA's 52nd Annual Conference & Exhibit**

**"A Changing Climate in Employee Services  
and Recreation"**

**April 14-18, 1993**

(Wednesday-Sunday)

**Saddlebrook Resort  
at Tampa Bay, Florida**

## **REGISTRATION FEES**

Delegate: \$375

Spouse: \$185

Student: \$185

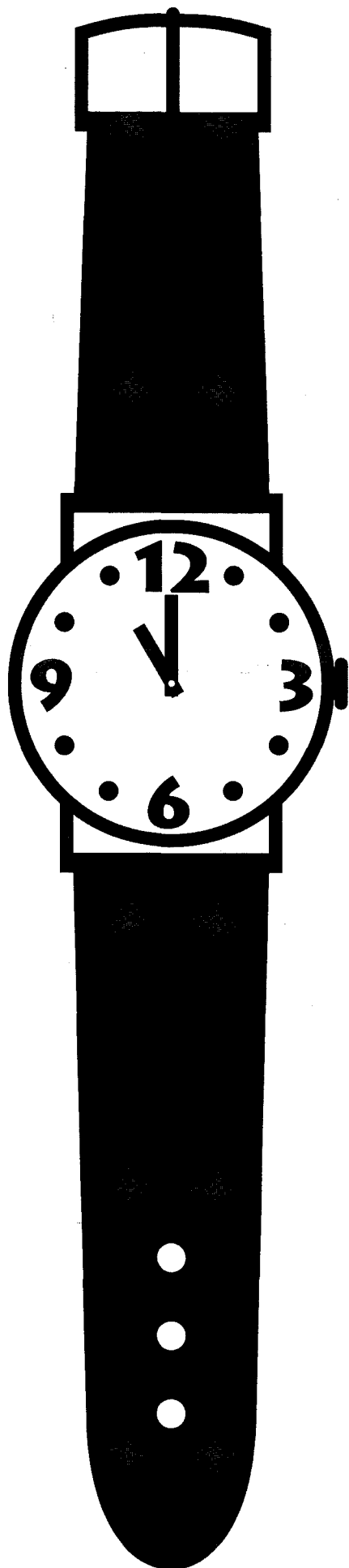
Retiree: \$75

## **HOTEL RATES**

\$115 per night Deluxe Guest Room (1-2 people)

\$175 per night One-Bedroom Suite (1-2 people)

\$270 per night Two-Bedroom Suite (2-4 people)



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Consumer Information Catalog.

It lists more than 200 free or low-cost government publications on topics such as money, food, jobs, children, cars, health, and federal benefits.

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**Consumer Information Center**  
**Department TH**  
**Pueblo, Colorado 81009**



A public service of this publication and the Consumer Information Center  
of the U.S. General Services Administration

# EMPLOYEE SERVICES MANAGEMENT

Journal of Employee Recreation Health and Education / December/January 1992-93



# Like Other Theme Parks, Every So Often We Add New Attractions.



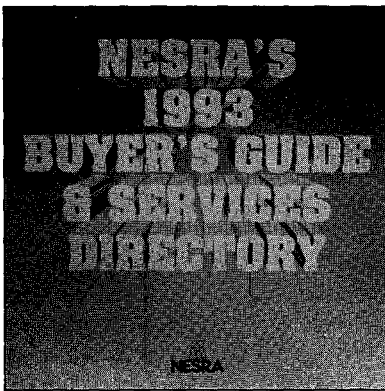
© Busch Entertainment Corporation, 1992

At Anheuser-Busch theme parks, we believe the greatest attractions are born, not made. And as a NESRA member, our new additions, like Baby Shamu®, will make your corporate meeting or employee vacation a once-in-a-lifetime experience. NESRA members now receive a 15% discount on admission to our nine exciting parks nationwide. (Shamu Club cardholders still get 20% off at Sea World of California.) For a free corporate discount membership application or more information write: Busch Entertainment Corp., Attn: Discount Club Program, Marketing Dept., One Busch Place, Williamsburg, VA 23187.





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# EMPLOYEE SERVICES MANAGEMENT

VOLUME 35, NUMBER 10

DECEMBER/JANUARY 1992-93

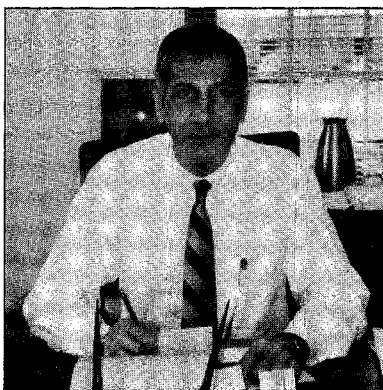
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# This Guide's for You



by Chuck Bashian, NESRA marketing manager

**P**ublishers of trade and professional magazines prepare annual buying guide issues for the benefit of their readers. NESRA, the publisher of *Employee Services Management* has a similar purpose in the preparation and publication of the information contained in the *Buyer's Guide and Services Directory* December/January issue.

The publisher assumes the responsibility of making the guide accurate and up-to-date. The reader, also has to assume a responsibility if the information gathered for the guide is to become meaningful. Let's review how you can do that.

First, perform an audit of your current program and the suppliers. Check with your co-workers to get their input in the process. Are your suppliers delivering what they promised, and when they promised. Is there room for improvement? Make a list of programs and suppliers that are subject for review.

Next, make a list of the programs that you would like to add to your

employee program. Again, get the input of others in your employee association or ES&R department. Make a wish list. Does it include additional products for your employee store, new and different catalog sales items, are there additional travel destinations you'd like to offer employees? Add these all to your list.


Now, with this information in hand, turn to the *Buyer's Guide* section in this issue. Go to the appropriate category and write down the names of the NESRA National Associate members that can help you solve your program needs, or add new ones. Call them and tell them that you read about their program in *Employee Services Management's Buyer's Guide* issue, and get more information from them.

One note, to make more vendors aware of the employee market, and to give NESRA's local Associate members additional sales exposure, this year's guide has been expanded to include additional vendors.

National Associate members are identified with the NESRA logo after their name.

Keep the *Buyer's Guide* handy with other catalogs for frequent use during the year. Keep it updated. Tear sheet the bimonthly new program offerings published as a regular department of *Employee Services Management*.

This column features the offerings of new Associates. It's an easy way to stay current with the programming ideas available for your employees.

We all want to do a better job. As a NESRA member, one of your goals is to expand the ES&R program for the employees you serve. The vendors that service the employee market want to do a better job. In the final analysis that's what a buyer's guide is all about—communications between buyer and seller. But you need to use it to be heard. 

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### Kids and Work

One reason for the nation's 29 percent high school dropout rate is that young people don't see a clear connection between what they're supposed to learn in class and what they'll need to succeed in a career, says *Fortune* magazine.

It is in business' best interest to give the next generation a look at what work is all about. Corporate volunteers are heading into classrooms to talk about their jobs and mentor promising students. Educators are reconsidering the value of part-time work for kids as preparation for the jobs they'll eventually hold.

When it comes to telling children about work, business should be a full and equal partner with the schools and the government. Outside of business-sponsored programs at the schools, teenagers can learn a lot about the workplace simply by becoming a part of it. Working teens learn to support their coworkers, deal with bosses and serve customers.

### Travel Pains

A survey of several hundred business travelers found that 62 percent had suffered from some physical ailment on a trip during the

previous year, states *Nation's Business*.

The top ailments were upset stomach, headaches, heartburn/indigestion, diarrhea, and constipation. Twenty percent of those surveyed reported they had to cut a trip short because of a health problem related to their travel.

To lessen your chances of suffering from ailments while traveling, start with the basics: Nutrition, exercise, and sleep. High-fat meals or overeating can bring on indigestion. Eat on the same schedule as you would at home.

Try to select a wide variety of foods that have plenty of fiber (fruits,



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vegetables, and whole-grain products). Be sure to drink lots of water when you're traveling to prevent the risk of the headache that can result from dehydration.

Sometimes diarrhea is not the result of an infection but of stress, excitement, or a change in diet. The classic traveler's diarrhea is caused by bacteria found in food or water, or by a virus.

If diarrhea does develop, take an over-the-counter diarrhea remedy. To restore yourself to normal, start with soups, bouillon, or broths served hot and drink plenty of fluids.

Maintain your exercise routine while traveling. It can help relieve tension that builds up in meetings.

## Safe Workplaces

Are your ES&R facilities safe? At the end of the day when employees have left the office is when a business is most vulnerable to crime, reports *Small Business Reports*.

Hire a security consultant to light the perimeter of your building as well as the inside of the building and entryways. Place security signs on doors and windows.

Install space alarms. These infrared or microwave systems are triggered whenever a person enters a particular room. The alarms can activate bells and lights and can be connected to a security station or the local police.

Hook up sound sensors. These alarms are triggered by the sound frequency of breaking glass.

## Men and Logos

Many men see a sport's team logo as an important part of their own identity, reports *American Demographics*. Wearing the team's color is another way of saying, "This team is important to me, and I'll demonstrate it with this jacket."

Logos mean big business. Major League Baseball products received \$1.5 billion in sales from more than 3,000 logo products in 1990.

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National Football League products grossed \$1 billion, and National Basketball Association products grossed \$750 million in sales this year.

Fashion-conscious people are now wearing athletic-oriented apparel, even if they don't care about sports. Logos do convey an image.

## Hard Worker Versus Workaholic

If you're a workaholic, you could be setting yourself up for headaches, chronic fatigue and failed relationships, says *USA Today*.

Workaholics tend to be extremely competitive and often anxious. They are also known for not relaxing during weekends or vacations. Hard workers enjoy their work and are often passionately devoted to it, but work is just one part of their lives.

Workaholics carry their routines to the extreme. Excessive neatness and orderliness seem to ease their anxiety. The workaholic is also a perfectionist. They are very critical and judgmental of themselves and others.

Workaholics can't seem to relax. They have so many things to do on the weekend that they never relax. It is difficult to work for a workaholic because they don't care about you personally. They only care about you as someone who can produce.

## Recreation Coalition Report

The American Recreation Coalition reports that it is making progress with the "America the

Beautiful Passport." In the past months, hearings in the Senate and House were held on the bill.

The American League of Anglers and Boaters (ALAB) met with Senator John Breaux (D-LA) to look for ways to improve the successful fund. ALAB is proposing five amendments to the existing legislation which would increase monies to state's boating safety programs, expand public involvement in the program, deal with localized pollution problems associated with recreational boating and allow for more flexibility for states in spending these monies.

The Federal Highway Administration outlined procedures for obtaining monies under the National Scenic Byways Program. The first available funding will come under the three year interim grants program, through which \$10 million will be available in each of Fiscal Years 1992, 1993, and 1994.

## The Future of Networks

Over the next few decades, communication networks will bring about social changes affecting people and institutions worldwide, according to *The Futurist*.

The interconnection of diverse databases provides a continually expanding amount of information about the affairs of the average citizen. These databases may result in the loss of individual privacy and personal liberty. On the other hand, they offer the potential for quick and easy indexing of massive amounts of medical, demographic, political, and social data.

Telecommuting could in the future, cause urban decay as office

work moves out, plus reduced job opportunities for the urban poor. Isolation and alienation as workers lose the social interaction of the office could also occur. On the plus side, reduced transportation and energy requirements will happen and; greater community stability, since employees don't have to move every time they change jobs.

## Automatic Tellers Sell Tickets

The self-service Automatic Ticket Machine (ATM) allows customers to purchase tickets in the same manner as they receive cash from their bank's teller machine, says *Funworld*.

Customers insert a magnetic-strip card into the terminal and key in information. If the card is valid, funds are transferred automatically, and the ATM prints bar-coded tickets. The machine does not hold any cash or live ticket stock.

The ATM is designed for theme parks, water parks, movie theaters, ski resorts, airlines and any other business that involves ticketing and paid admissions. The machine can be located at the facility or at any remote location with telephone lines.

## Meeting Space Requirements

In a survey of 125 Certified Meeting Professionals from across the United States and Canada, over 99 percent consider light and temperature controls operable in each meeting room a minimum equipment requirement of the hotel, reports *Association Management*.

Other survey findings include over 98 percent consider a variety of table sizes and chair types a minimum requirement; riser/staging, almost 97 percent; overhead projectors, 96.8 percent; projection screens in a variety of sizes, almost 97 percent; and flip-charts and variety of color markers, variety of microphones, including wireless, hand-held, and lavalier, 96.8 percent.

Video conferencing capabilities accounted for only 33.6 percent and simultaneous translation capabilities for 23 percent.

## Babysitting Restaurants

To increase business on slow nights, three Rockwells American Restaurants in Westchester County, NY set off a play area in their dining room for kids and provided babysitters without a charge to the parents, reports *The Wall Street Journal*. At a Piece of Quiet in Denver, parents can dine while watching their children play in their own Kid's Cafe.

The Restaurant Association cautions the restaurants about the big insurance and bureaucratic burden. The Westchester County restaurant says the increased traffic offset the increased insurance. Day-care permits aren't usually needed because parents can see the kids, the restaurants say.


## Career Expectations

Fifty-five percent of college students feel the present economy climate has impeded their job search, but 44 percent still expect to start

their first job less than three months after graduation, says *The Right Report*.

Advancement was ranked first by 26 percent of the students surveyed by Right Associates. Twenty-four percent ranked challenges as their top choice. Students ranked job security as the third most important factor in choosing a position.

Only 17 percent of the students

surveyed this year want to work for companies employing more than 1,500 employees as compared to 21 percent in 1990. Thirty-two percent prefer to work for companies with less than 100 employees. 

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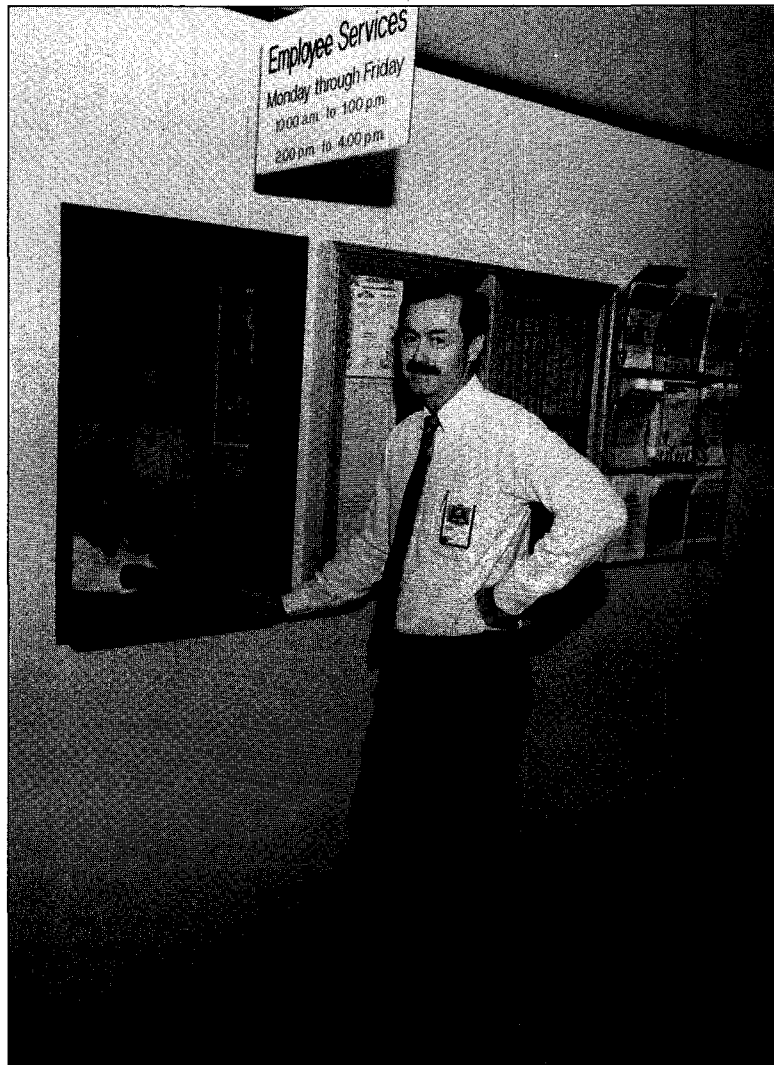
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# NESRA's 1993 President Dave Baker



## Empowers You to Make A Difference

An Interview with NESRA's  
1993 President Dave Baker, CESRA

**ESM:** How did you get involved in employee services and recreation?

**BAKER:** I guess my involvement began because I grew up as a "playground rat" and progressed to recreation leader jobs and then to being a playground director summers during college. Also, being a "sports nut" eventually led me to study recreation and parks administration in college at Cortland State of New York.

**ESM:** What are your responsibilities at Xerox?

**BAKER:** I manage what we at Xerox call the Health, Fitness and Employee Services Department here in El Segundo, CA, that serves employees throughout Southern California. This includes a fitness center, travel programs, athletics, hobby clubs and employee sales and discount services. In addition, I'm involved with company recognition events such as the Los Angeles Xerox Long Service Banquet.

**ESM:** Do you "practice what you preach?"

**BAKER:** I try to! I've always been involved in both active and passive forms of recreation. I'm an avid jogger and have played golf, softball and have bowled for many years. But I also like vegetable gardening, photography and reading as well as watching old movies and sports on TV.

I believe having a variety of interests and hobbies helps one to cope with the stresses of life and keeps the mind and body stimulated.

**ESM:** What are your NESRA presidential goals?

**BAKER:** My first goal is to carry on the tradition of capable leadership

provided by my predecessors. I'm proud to be able to follow in their footsteps and hopefully build on their accomplishments.

I'll also strive for improved communication and cooperation with our chapters so that the NESRA "family" structure and spirit of cooperation is strengthened. The chapters are the lifeblood of NESRA and I will place emphasis on

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*"We have some very talented and dedicated people on the Board and it will be my job to encourage an atmosphere of teamwork and cooperation."*

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improving relations so that interaction and involvement throughout the organization can continue to be a significant part of the NESRA membership.

Last, but not least, I'll work toward increasing the scope and membership in the CESRA/RVESRA professional certification program. I see this as a vital way in which to advance the field and increase professionalism.

**ESM:** What's the best way to build relationships with your significant others, ie., the Board?

**BAKER:** We have a "buzz word" floating around Xerox these days and that is empowerment. This concept applies to the National Board in that each member should feel the freedom to develop and expand services to the membership and to use their creativity to the best advantage.

They should take the initiative to try things on their own as long as it's within the framework of NESRA's Strategic Long Range Plan. They can develop concepts, investigate what can be done and take action to develop their concepts. I urge them to be proactive.

We have some very talented and dedicated people on the Board and it will be my job to encourage an atmosphere of teamwork and cooperation so that we can achieve our goals.

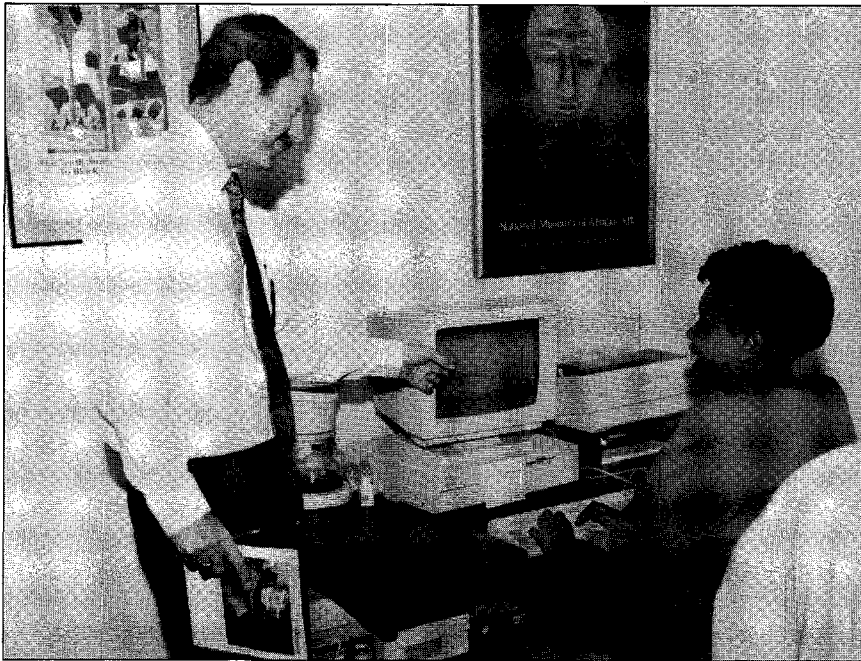
The NESRA Strategic Long Range Plan outlines some very specific objectives and Board Member cooperation is essential in accomplishing them.

**ESM:** What do you see different in ES&R from when you started 23 years ago?

**BAKER:** ES&R has become a more integral part of the business objectives of a company. Top management is realizing to a greater extent that what we provide is vital for the most important component of business—people. Success of a company can no longer be measured in just dollars and cents—it goes far beyond that—to the health and happiness of the employees that have the major impact on the company's "bottom line."

The ES&R field is more sophisticated and businesslike and we are asked to do more with less. We're involved in a wider range of responsibilities than we ever have been before—such as service awards, dependent care, commuter services and preretirement planning.

Some time ago, ES&R managers



Competence and cost effectiveness will keep us in a good light in corporations.

ES&R members should avoid complacency. If you become complacent, we run the risk of not being around for a long time. There's plenty of room for hard work.

**ESM:** Everyone has less time to do more. How do we motivate others to strive for leadership positions in NESRA? What's the best way to develop leaders? What characteristics can be found in a good leader?

**BAKER:** I believe the key motivator has to be the value and quality learning experience that a NESRA leadership position has to offer. We at the National level have got to do a better job of promoting the benefits of active involvement in NESRA.

I believe serving on the National Board of Directors offers a great balance of work and pleasure. There's plenty one can get from serving on the Board—you don't simply give.

The recent Board restructuring provides the opportunity to become involved with national committees which in turn permits one to learn about the duties and responsibilities of being a leader—without having to make undue sacrifices. As one gains that leadership experience, an appreciation for the benefits of broadening out beyond the local level becomes apparent. Only by attracting new leaders can NESRA prosper and expand.

To me a good leader is someone who is an enabler or facilitator—one that can prioritize assignments, exercise sound judgement and also know when to delegate decisions to others.

A good leader is perceptive to needs and issues, provides opportunities to pursue new ideas and challenges and encourages

were required to have strong people skills. Today, they are required to display a strong balance between people skills and business skills. Credentials for ES&R managers are focused less on programming and more on business—finance and accounting.

**ESM:** What do you perceive is ES&R's "niche" in an organization? Part of human resources? Community relations/PR? Its own entity?

**BAKER:** I view ES&R as being most effective when placed within the Human Resources area of a company. There's a commonality here between these two groups of "people servers" that I think quite naturally lends itself to joining forces and drawing upon each other's resources. For example, it's practical for human resources to provide the demographics of the workforce while ES&R uses these demographics to develop programs for its specific workforce.

**ESM:** What perception do you think corporations have concerning employee services and recreation? Does this image need to be changed at all? If so, in what way?

**BAKER:** I believe corporations now perceive ES&R to be much more of a vital resource and a service to the employee than ever before. Today's industries need to provide more than *just* a workplace. The demand for employee benefits increases continually and with hiring, retraining and retention costs escalating, it makes good business sense to provide the "extras" of which ES&R is capable.

Corporations see our programs less as a "nice perk" for employees. Now we are looked upon as something more important—we have an effect on the bottom line. At Xerox, we get such great support. The stature of employee services and recreation has gone up.

There's still a need for enhanced professionalism in the field. It's not that we should become mechanical, but we should continue to strive to be more professional. This means being more confident in our programs.

participation and involvement. A good leader is like a good coach—one who draws upon the capabilities of his team members and promotes teamwork and cooperation in order to succeed.

**ESM: What is your perception of the value of volunteering to serve on a NESRA committee? What advice would you give to encourage others to become involved in NESRA?**

**BAKER:** To learn, to grow, to make friends, to make good business contacts are all reasons for serving on a NESRA Committee. There are many more, but the main point is that if you're serious about the ES&R profession, you should first approach the aspect of being a volunteer with the thought of what you can *contribute*, not necessarily what you should *receive*.

If you're interested in advancing yourself and your company, there are opportunities to do both by volunteering for NESRA. I would encourage those that are new to the field to contribute first at the local chapter level to gain knowledge and experience. Getting involved on the local level will not only give you grass-roots knowledge, but it will also open doors for opportunities on the regional and national levels.

**ESM: You've attended many national and regional conferences. What does an experienced member like yourself gain from these conferences? On the other hand, what can a novice expect to learn?**

**BAKER:** I always gain the chance to network with new and previous delegates and to renew friendships. I believe a person never stops learning and at each conference I attend there's always some new information

or insight that's available. As long as you keep an open mind and participate, there are benefits to be derived.

A novice can expect to learn a great many things but only if s/he operates under the principle that says "you only get out of it what you put into it." Participating in all aspects of a conference is the best way for a novice to learn what NESRA has to offer.

The experienced ES&R manager can gain the pleasure of sharing their expertise with novices. Many members enjoy serving as a panelist or speaker. One can certainly gain a sense of fulfillment by serving as a resource for others.

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***"To learn, to grow,  
to make friends, to  
make good business  
contacts are all  
reasons for serving  
on a NESRA  
Committee."***

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It seems that there are almost always new vendors that attend NESRA's conference that can provide a product or service of value to your customer. In short, whether it's in the Exhibit Hall or an educational session, there's something of value for everyone.

**ESM: What effect do you think the video, NESRA: Now More Than Ever, will have on NESRA Chapters?**



**BAKER:** I think it will have a very positive effect. The new video is clear, offers practical advice and brings our message across in a very graphic and understandable manner.

I can remember when I was a Regional Director and gave the old NESRA slide show at chapter meetings. I remember how cumbersome it was to show. *NESRA: Now More Than Ever* will make "spreading the word" a much more enjoyable task!

**ESM: A recent survey showed 50 percent of NESRA members are multi-hatters who have responsibilities in employee services and recreation and human resources. How does NESRA serve them?**

**BAKER:** We serve them by providing resources and answers to questions and service needs. We realize that not every company will have or can afford to hire a professional recreator who would have the expertise and experience to operate independently.

So if we can provide answers to the "multi-hatter's" questions through our resource files, we are able to serve their needs, which means attracting new members and also retaining existing ones.

**ESM:** NESRA represents a lot of different areas—employee stores, health, travel, etc. How do we balance these areas? How do we avoid becoming a “Jack of All Trades—A Master of None?”

**BAKER:** Well, we can’t necessarily have one focus. The trick is to balance our service focus so that we’re not spreading ourselves too thin. We need to stay abreast of member demographics so we know where our members’ focus lies. In employee services and recreation, our focus is as broad as are our people.

**ESM:** What ingredients are needed to put together a winning combination for NESRA?

**BAKER:** A winning combination depends heavily on being able to train quality people to fill key positions in the organization. It also means providing first-rate service to members that clearly illustrates value received for their dollar. In today’s environment everyone is extremely cost-conscious; and rightly so.

There are other important ingredients: dedication, commitment, willingness to serve and to make the sacrifices necessary to accomplish the goals and objectives of NESRA. To me there’s no shortcut to success—it boils down to plain hard work and innovation.

**ESM:** As the cliché states, “Hindsight is 20/20.” What are some important things you have learned?

**BAKER:** Hindsight is a wonderful thing but the danger lies in looking back and wishing you’d done something rather than focusing forward on those things you’re going to do.



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*“... **I** would challenge each member to make a contribution. Large or small, they all count and everyone is needed so that NESRA continues to be regarded as an integral part of workplaces around the world.”*

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In looking back over the last few years of my life, probably the most important thing I have learned relates to the death of my son in 1989. He was killed very suddenly, in fact we had made plans to see each other for dinner the day after he was killed.

This was the most difficult period of my life but it taught me not to put things off until tomorrow because tomorrow doesn’t always come. We have to “do it now” as the sign says and take advantage of an opportunity before it’s too late and the opportunity is gone. Life is too short to be looking back, we must look to the future and the promise it holds.

**ESM:** Historically, the nonprofit world experiences what the general business world does a year later. Many associations are riding out the recession and keeping their fingers crossed that the economy will pick up. What do you think will transpire in the next 12 months for NESRA?

**BAKER:** There needs to be an effective, on-going communication system that flows in both directions and works to accomplish our common objectives.

We have developed strategies to improve communication. We’ve empowered our Board to take the initiative to go out and do hands-on work with chapter leaders and chapter membership. They’ll become more involved with what chapters are doing and what issues are affecting them.

There is much to be accomplished, so much we can do to enhance the quality of employee work life, that I would challenge each member to make a contribution. Large or small, they all count and everyone is needed so that NESRA continues to be regarded as an integral part of workplaces around the world.

I look forward to 1993 and the opportunity to serve the NESRA membership.



# Discount Programs: A Timeless Employee Benefit

*Read about how offerings have expanded and what innovative services are to come in the future.*

by Cynthia Helson

Today nearly two-thirds of NESRA companies, 64 percent, have discount programs that are separate from an employee store. Eighty-four percent of these use NESRA National Associates as resources for discounts making them the leading sources for discounts. In 1990, discount programs saved employees an average of \$20,600 per company, according to a Research USA, Inc. market survey commissioned by NESRA.

Throughout its inception, the purpose of the discount program has remained the same. This purpose is to provide employees of a company with the benefit of purchasing products, services or events at lower prices than available to the public or the benefit of purchasing products or services not offered to the public.

In 1960, the first *Buyers Guide and Advertising Index* was published in our association's magazine then called *Recreation Management*. The guide consisted of these categories: Sporting Goods; Facilities; Travel;

Vending; Prizes, Trophies and Gifts; Cultural Activities, Games; and Recreation Services Organizations. The largest category was travel followed by sporting goods.

In today's *Buyer's Guide and Services Directory* what was called travel now is four categories: Family Entertainment which includes theme parks, Hotels/Motels, Travel Cruise Lines/Airlines and Travel Information and Visitors Bureaus. Prizes, Trophies and Gifts have become Awards/Recognition Items. Sporting Goods still remains a category and Specialty Services contains some recreation services organizations. New categories are Photofinishing, Fitness Equipment/Services, and Merchandise Discounts/Fundraising Programs. The largest categories are Hotels/Motels and Merchandise Discounts/Fundraising Programs.

Thousands of companies across the country have discount programs in place and many began the same way. When organizations began their

programs, they realized that their potential for quantity purchases offered them buying power. However, many companies began on a local basis but discovered an extensive network of discount opportunities when they became a member of NESRA.

In Frank Chico's, CESRA, case, he was a member of NIRA, now NESRA, and a co-founder of what is now called NESRA Chicago when he was employed in an employee services department of an organization. In 1976, he accepted a position with People's Gas in Chicago. At People's Gas, Chico began a discount program. He began with six or seven local suppliers and developed his program into one offering 35 discounts specifically appealing to his employees. "It would've been most difficult without my experience with NIRA as far as contacts. Through them, I gained access to a nationwide discount program," says Chico.

Beverly Custer, CESRA,

recreation director for Hughes Aircraft, has 17 years of experience consisting of ES&R manager's positions and as a supplier. She says throughout time, her discount program has grown because of "the NESRA Network." She says when she first implemented a discount program, it consisted of the main attractions. Now she says, "There are more attractions offering discounts and more smaller companies because of NESRA. The discount program has definitely grown."

## Most Popular Program

One employee leisure benefit has remained the most popular since it went national in 1970: Walt Disney's Magic Kingdom Club.

What prompted Disney to offer a discount program? "It's an interesting story," says Bob Baldwin, national director for Walt Disney's Magic Kingdom Club. "When Disneyland opened in 1955, it catered to Southern California—large companies and military bases. We were organizing special evening parties for their employees. Representatives from the military and companies approached Disney requesting a better deal for their employees year-round—Walt Disney himself had a hand in it. The Magic Kingdom Club gave employees a better admission value year-round and it also gave Disneyland a way to promote itself to employees."

It's premise was to "offer the Club to companies as an everyday benefit for its employees." "It began as a special ticket book when we used ticket books. Now, it's a membership card and a packet of values on vacation accommodations, travel and even some non-Disney offerings," describes Baldwin.

"The concept has remained the same," says Baldwin, who adds, "We offer some discounts but also better values and even some offerings that

are not available to the general public." The Magic Kingdom Club has expanded to offer values on hotels, vacation travel and a host of other offerings. The Club Director (ES&R manager) now receives a host of communication materials, newsletters, magazines, posters and press releases.

The Magic Kingdom Club started relatively small serving just 3,000 companies in Southern California for the first 15 years. The program went nationwide in 1970. Baldwin explains though that "even in the mid-70s, we only had about 15,000 companies." Today, the Magic Kingdom Club serves 28,500 companies in the U.S. and Canada, 4,000 in Japan and 7,000 in Europe and it is still growing. "The Magic Kingdom Club members account for a large part of our business," says Baldwin, "multi, multi-millions of dollars of business." He explains, however that it is "just a nice chunk of our business, not the majority." He adamantly states, "We strictly maintain the Magic Kingdom Club as an employee benefit—you can't get it anywhere else."

## Who Offers Discounts

Theme parks and recreation suppliers have always and probably will always be well represented in discount programs. NESRA Associate Representative Mary Lou Antista-Suba, sales manager for industrial and military sales for the San Diego Zoo and Wild Animal Park says, "People will spend money to have a good time and they will shop around for the best price."

She believes theme parks have become more customer-oriented over the past 20 years. Antista-Suba says, "Initially, set programs were in place that were not geared to servicing the customer." Today, she says theme parks work more with ES&R managers to design a discount program suited to their specific employees.

With more ES&R managers gaining responsibility for administering service award programs, suppliers of awards/recognition gifts provide discounts. They range in offerings from silver-plated holloware to engraved glassware and lead crystal. Suppliers of jewelry, briefcases and other awards market themselves in this category.

ES&R programs have shifted from those for only employees to programs offering quality time opportunities for families. Today, in addition to theme parks and the bowling centers which have been very visible since the 50s, suppliers of dinner theaters, and professional sports teams provide values to employees' families.

Offerings are available in fitness equipment/services, photofinishing and specialty services which include popular wedding invitation services, floral services, party planning, reading and education services for children, credit card offerings, vending services and still more.

Suppliers of fitness equipment/services and photofinishing are on the horizon of offering new services to employees. NESRA Executive Director Patrick Stinson talks about a trend occurring among fitness equipment suppliers: "Product discounts which have been traditionally given to employee services and recreation managers are being offered to employees. For example, fitness equipment is being made available to employees to purchase for their at-home use. Other product lines should follow suit."

Suppliers of photofinishing are also expanding their services. Employee Photo Service USA takes a special approach when working with ES&R managers. Tom Kearns of Employee Photo Service USA says, "We designed free discount programs to enhance their employee services programs. We participate in their blood drives, picnics and lunchtime seminars by providing coupons for special discounts on

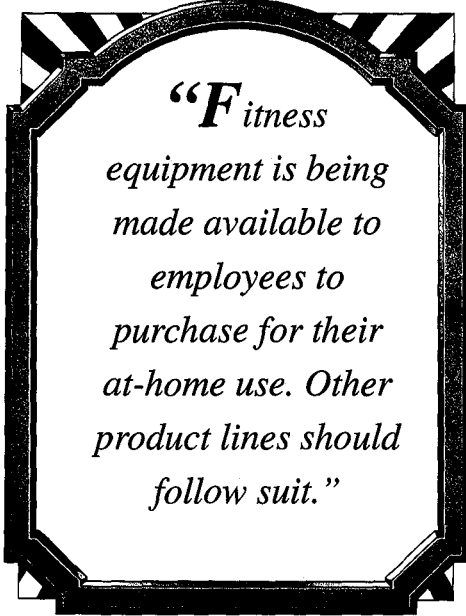
photofinishing for blood donors, volunteering to shoot candid photos and family photos at picnics and volunteering to give lunchtime seminars on how to take better photos." In reflecting on the changes which occurred in discount programs over the years, Kearns says, "The number of budget cutbacks have put increased demand for cost-free and primarily staff-free discount programs."

Other photofinishers see another approach to offering low-staff services. Paul Hoernschemeyer of Qualex Inc. says, "More and more on-site processing will appear. With very little maintenance and training micro labs can develop film in one hour." He says a new offering may also find its way into companies. "A new machine Kodak created called Create-A-Print is a machine which allows the customer to put a 35mm negative into a viewing gate and then zoom in and out viewing the positive negative on a viewing screen to customly crop and enlarge a photo. After manipulating the negatives the customer can press a button to produce a photo as large as 8"x10"."

Instead of choosing between sporting goods, prizes and sportswear, today's employee services and recreation managers have access to almost any type of merchandise—toys, clothing accessories, travel accessories, electronic equipment, pharmaceuticals, furniture, jewelry, candy, greeting cards, business shoes, and a host of other items.

The travel industry continues to expand its offerings to employees. Whether employees are traveling in groups or with their families, they have access to offerings from over 70 hotels/resorts nationwide ranging from budget hotels to chain hotels to independently owned properties. Employees can enjoy fine dining at a property or can choose one which caters to families.

Beyond the hotels, visitor's and



*"Fitness equipment is being made available to employees to purchase for their at-home use. Other product lines should follow suit."*

convention bureaus and travel agencies promote competitive packages which make it easy for employee services and recreation managers to implement employee travel programs. Car rental companies, airlines and cruise lines have also extended great deals making a wide selection of affordable travel opportunities available to employees.

The popularity of sportswear has shifted from mostly team uniforms to comfortable, casual clothes. Many employee store managers display logo items or use catalogs to sell a variety of T-shirts, sweatshirts, hats, warmups and jackets. A number of suppliers offer quality wearables in attractive designs which can be customized with any company logo and many are available at wholesale prices.

It's clear that the availability of discounts has certainly expanded over the years.

## How Are Programs Implemented?

Discount programs are usually implemented by employee services and recreation managers or employee association officers.

Many start by using local

suppliers' goods and services as NESRA Chapter associates introduce their offerings at Chapter meetings and vendor fairs. Frank Chico, CESRA, says, "There's not one year that goes by that there's not four or five new suppliers in my chapter."

Then, as Chapter Members begin receiving the benefits of the national network, they receive NESRA's *Buyer's Guide and Services Directory*. They use this resource to contact NESRA National Associates to work out the details of offering a particular discount to their employees or they simply distribute copies of the directory to employees.

Many NESRA members also attend NESRA's Annual Conference and Exhibit to meet with National Associate Members in the Exhibit Hall. The face to face approach has always proven effective.

Today, direct mail is another way suppliers are staying in touch. All NESRA organizational members receive NESRA's Buyer's Pak four times a year, which includes brochures, flyers and other promotional pieces from National Associate Members who purchase the opportunity to participate in this mailing.

Employee services and recreation managers decipher the information describing available discounts, evaluate what will appeal to their employee market, contact the Associate Member and work out the details of the offering. Many suppliers provide promotional materials and an easy to administer program.

In most cases, employee services and recreation managers have an office or designated area in which discount tickets, brochures, flyers and posters are displayed.

Discounts are often promoted through employee newsletters and bulletins. Ron Smith, president of NESRA of Greater Phoenix and recreation coordinator of the City of Glendale, Arizona, says he promotes a variety of discount programs through his company's electronic

mail. However, all employees must come to the recreation office to get the discounts.

Discount programs are valuable to all employees of all shifts. To accommodate varying schedules, some companies have installed vending machines to help them dispense discount tickets. However, many employee services and recreation managers feel very strongly about keeping the personal touch—someone handing you the tickets—part of the employee benefit experience. Yet, there are some members which prefer to offer discount programs which require no exchange of money and allow employees to contact the suppliers directly to receive the discounts.

Although discount programs remain a benefit to employees, some changes have taken place.

Beverly Custer, CESRA of Hughes Aircraft has noticed one difference. She says, "Annual consignment programs weren't that popular in the early 70s. Now, we can buy tickets annually on consignment. We pay for only those tickets we sell."

Throughout the years, more employee associations have become self-sufficient. To cover their operating costs, some have negotiated an agreement with suppliers which allows money to be put back into the association. In these cases, ES&R managers offer tickets for a sports event which regularly sells for \$15, for \$10. The ES&R managers may pay \$9 for the ticket and then put one dollar back into the program but still offers employees a substantial discount.

## The Advent of Employee Stores

In addition to the types of benefits addressed above, companies also offered employees discounts on the products the employer produced. This was often offered in a company store in which the company's

products were sold at discounted prices to employees. Within the last five years, this concept has expanded. They are no longer company stores but they are geared to serving employees and are thus called employee stores. Now, these stores are not only offering the company product, but logo items, greeting cards, giftware, and such services as photofinishing, dry cleaning and even shoe repair.

Ron Jones, CESRA, says employee stores have "definitely strengthened discount programs." He says, "Employee stores enable you to offer a variety of products and services at competitive prices. Stores today are like mini-department stores. The staff has retail experience. They know how to purchase and merchandise items."

Employee stores are also becoming another means of financial support for employee services and recreation programs, as more managers require justification for employee services and recreation programs. ES&R managers see employee stores as a way to provide financial backing for the program and still provide a benefit to employees.

## The Future of Discount Programs

"People are always looking for a deal—a discount—an added value—something better than what's available to the general public," says Baldwin. If people are always looking for a value, there will always be a demand for discount programs.


"I think the discount program right now is just the small stone," says Chico. He explains, "It's a little pebble that will be a boulder. It can only get bigger. I see more of a demand for discount programs."

Others see discounts becoming still more incorporated into daily living. Ron Smith sees the trend going to include more everyday items.

What does the future hold for implementation? Bob Baldwin, speaking for Walt Disney's Magic Kingdom Club says, "We're going to get a lot better at tracking our guests. We will be able to offer more individualized, more direct services depending on us finding out who they are and where they are." He too refers to the expansion of discounts beyond leisure: "It's not crazy to think we may be in a position to offer more services beyond leisure such as education and other forms of Disney entertainment such as home software to companies and individuals."

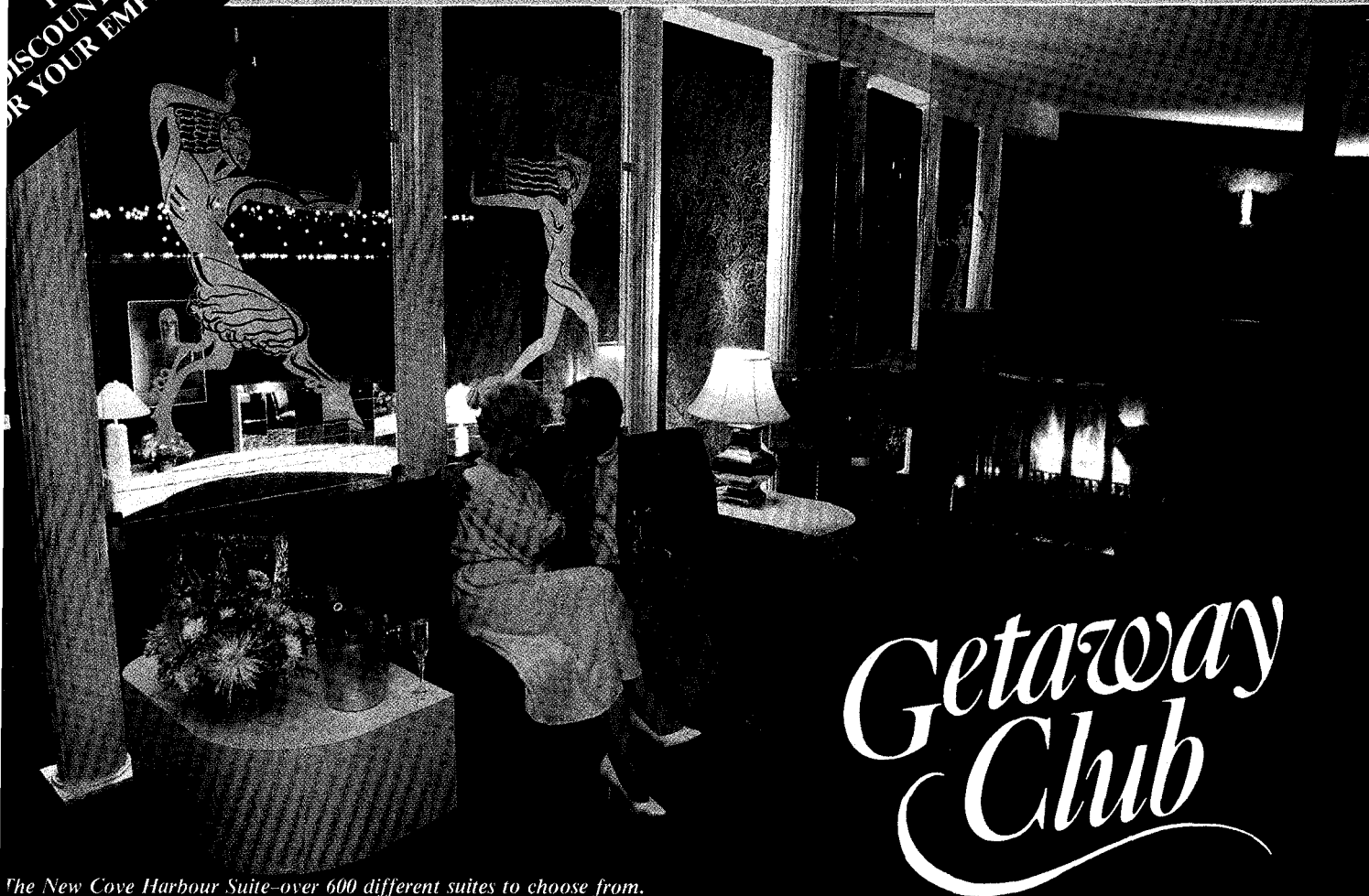
Many say they are improving their promotional materials and they are interested in expanding the network. There is an emphasis on improving communication between suppliers and ES&R managers. In fact, there's still much to look forward to in the way employee services and recreation managers help employees save money and obtain added values.

## Conclusion

Discount programs are still in place to offer employees products and services at prices lower than those offered to the general public or to offer products or services that are not available to the public. The scope of discounts has widened tremendously from primarily sporting goods and travel to include merchandise discounts—even on items such as wearables, cars, and furniture to specialty services such as photofinishing to a vast array of other products and services. Implementation has seen new ways to promote discounts with electronic mail and employee stores providing new opportunities. The future will bring still more of a variety of products/services offered as values and a more sophisticated communication between suppliers and employee services managers. 

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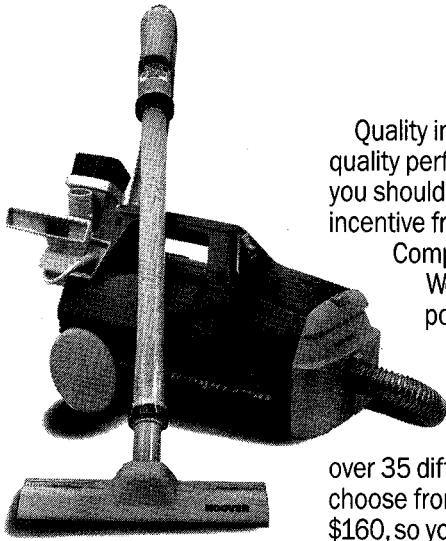
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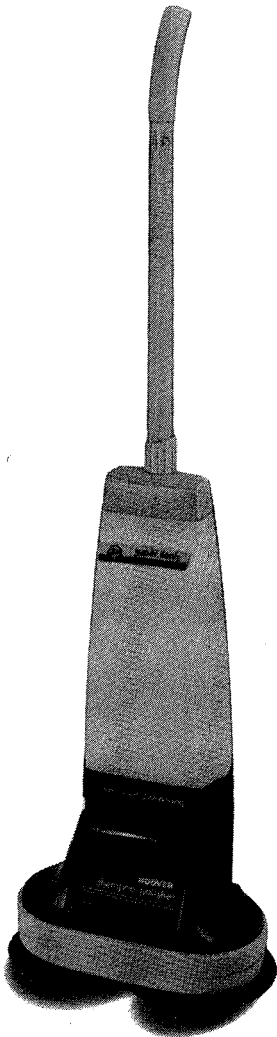
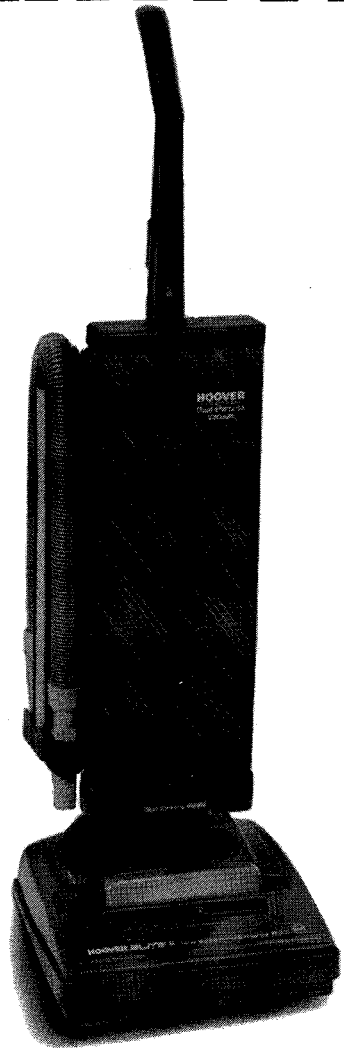
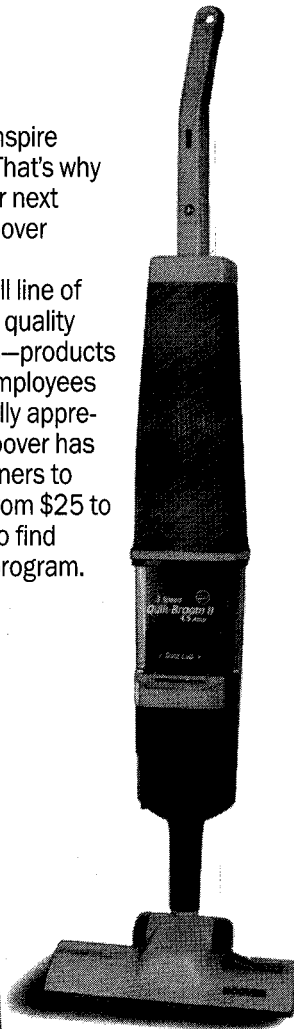
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# INSPIRING INCENTIVES.



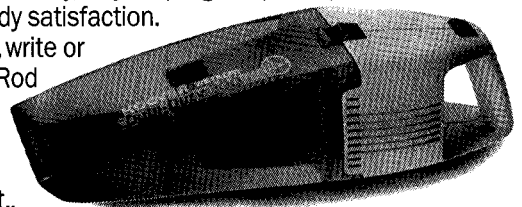
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**NESRA**

# Using Your Buyer's Guide and Services Directory

This *Buyer's Guide and Services Directory* is a tool to help you begin, improve or expand your employee services and recreation program, including your employee store. It is an annual listing of NESRA National Associate Members and other suppliers and their offerings. With the *Buyer's Guide*, you can offer your employees an array of items/services from discount tickets for amusement parks to discounts on hotel stays, jewelry, sportswear and cars. In addition, you can use this directory to find facilities, supplies and consultants to help you implement effective ES&R programs and/or stock and operate your employee store.

Read through the *Buyer's Guide* to see what is available to you and your employees. Then, call your National Associates and suppliers to receive more information about their products/services. To serve as a quick reference, the directory is broken down into these 11 categories:

- Awards/Recognition Gifts
- Family Entertainment
- Fitness Equipment/Services
- Hotels/Resorts
- Merchandise Discounts/  
Fund-Raising Programs
- Photofinishing
- Specialty Services
- Sporting Goods/  
Fitness Information
- Sportswear
- Travel: Cruise Lines/Airlines
- Travel Information/Agencies/  
Visitors' Bureaus

*Note:* To make more vendors aware of the employee market and to give NESRA's local Associate members additional sales exposure, this year's guide has been expanded to include additional vendors. NESRA National Associate members are identified with the NESRA logo  after their name. Also, those entries printed in **bold** represent NESRA Associate Members/suppliers, which also have an advertisement displayed in this issue of *Employee Services Management*.

Keep this issue of *Employee Services Management* magazine throughout the year and use it as a resource when offering discounts, planning employee activities and ordering employee store merchandise. Share these discounts with your organization's employees.

As NESRA gains more National Associate Members, their products and services will be printed in every other issue of *Employee Services Management* magazine in the "Buyer's Guide Update" department. Collect the "Buyer's Guide Update" pages and file them with this issue for your easy reference throughout the year.

The National Associate Members have joined to serve you. Use their products and services as often as possible!

# Awards/ Recognition Gifts

## AMATEUR ATHLETIC UNION

(Presidential Sports Award)  
P.O. Box 68207  
Indianapolis, IN 46268  
(317) 872-2900  
Contact: Tom Leix  
Jean Ann Ruppel

The President's Council on Physical Fitness and Sports challenges your employees to earn its Presidential Sports Award. The program motivates individuals to participate in fitness-oriented activities on a consistent, long-term basis. The award can be earned in 58 different categories and anyone age 10 or older is eligible to participate.

## ANSCO PHOTO-OPTICAL PRODUCTS CORP.

1801 Touhy Ave.  
Elk Grove Village, IL 60007  
(708) 593-7404  
Contact: Joseph Neally

AnSCO is the largest "private label" manufacturer of innovative, high-quality 35mm and 110mm cameras in the world. AnSCO offers a full range of retail, premium and ad specialty services with product discounts in excess of 50 percent to NESRA members.

## AWARDS BY KAYDAN

221 Depot St.  
Antioch, IL 60002-1508  
(708) 395-2900  
Contact: Kathy Dreyer

## CHICAGO CUSTOM ENGRAVING

370 Bennett Rd.  
Elk Grove Village, IL 60007  
(708) 593-1188  
Contact: Ralph Liberatore

Chicago Custom Engraving offers deep engraved glassware, lead crystal awards, ceramic coffee mugs, beer mugs and special premium items.

## D.M. MERCHANDISING

1479 Merchandise Mart  
Chicago, IL 60654  
(312) 527-1363  
Contact: Norm Yellin

Outstanding values and variety in high quality, gift boxed, fun fashion jewelry—bracelets, necklaces, earrings, rings, pins, watches—custom cloisonne pins and watches—unique concept in one price assortment.

## FLORIDA BRIEFCASE

285 W. Central Pkwy., Suite 1716  
Altamonte, FL 32714-2554  
(800) 234-3814  
(407) 682-3814  
Contact: Jo Ann Foley

Corporate distributor of fine leather, vinyl and eel skin products including attaches, portfolios, organizers, planners, wallets, handbags and carry-on luggage. No minimum order. Volume discounts available. Wholesale program available for company stores. Please call for catalogs and price sheet.

## HAAS-JORDAN COMPANY

1447 Summit St.  
Toledo, OH 43604  
(800) 536-0283  
(419) 243-2189  
Contact: James R. Holz

Haas-Jordan Company is a high quality supplier of umbrellas, including golf, fashion, folding and patio styles, both American-made and import. Custom silkscreen printing is available to put your company logo on umbrellas.

## MARKET IDENTITY

P.O. Box 10540  
Canoga Park, CA 91309  
(800) 927-8070  
(818) 700-8262  
Contact: Glenn Gilman

Market Identity offers a variety of different-sized stuffed animals, personalized with your company name, logo or your special message. Low prices, top quality, and low minimums are offered. Ideal for company stores, employee Christmas gifts, company picnics, sales awards and great promotional items. Send for catalog.

## MIKASA

1 Mikasa Dr.  
P.O. Box 1549  
Secaucus, NJ 07094-2507  
(212) 645-6630  
(201) 867-9210  
Contact: Joel Yoffee

## ONEIDA SILVERSMITHS

Kenwood Station  
Oneida, NY 13421  
(315) 361-3211  
Contact: Bill Hicks

Oneida Silversmiths offers silver-plated holloware, stainless steel flatware, sterling flatware, silver-plated flatware, crystal and cutlery to NESRA members at discounts of up to 60 percent.

## SAYINGS FOR YOU, INC.

407 Broad Ave.  
Palisades Park, NJ 07650  
(201) 592-0676  
Contact: Alan L. Wendorf

Sayings For You, Inc. will imprint anything on wearables, pens, key chains, mugs, plastic bags, buttons, vinyl, leather, etc. We will put your company logo or message on any item. Our service and quality is of the highest standard. NESRA members get special prices.

## SEIKO TIME

1111 MacArthur Blvd.  
Mahwah, NJ 07430  
(800) 545-2783  
Contact: Spencer Toomey

Seiko Time, the 9th most recognized brand name in the world, has excellent quality watches and clocks. Watches range from the basics to high-tech fashion. Clocks include travel, desk/table, mantel and wall models. Lassale is the high-fashion brand.

## TOTES INC.

10078 E. Kemper Rd.  
Loveland, OH 45140  
(513) 583-2447  
Contact: Larry Collins

Totes Inc. offers nationally recognized, quality products including umbrellas, luggage, bags, travel kits, slippers and auto club gifts.

# Family Entertainment

**AMC THEATRES**  
Main St. Plaza 1000, Suite 503  
Voorhees, NJ 08043  
(609) 751-6300  
Contact: Paul McHendry

Give your employees and customers a gift of laughter, thrills, drama and much more. The AMC Theatre Corporate Movie Club makes it possible for you to purchase tickets to current movies at a greatly reduced cost. Membership is free.

**AMF BOWLING CENTERS, INC.**  
7275 Glen Forest Dr.  
Richmond, VA 23226  
(804) 282-6800  
Contact: Robert Rouse

AMF Bowling Centers offer free group bowling parties and special discount prices exclusively for NESRA members and their families in bowling centers across the country.

**AMERICAN POOLPLAYERS ASSOCIATION, INC.**  
1000 Lake St. Louis Blvd., Suite 325  
Lake St. Louis, MO 63367  
(314) 625-8611  
Contact: D. Renee' Lyle

The American Poolplayers Association governs the world's largest pool league with over 100,000 members nationwide and offers an exciting concept in amateur team competition utilizing a unique handicapping system.

**BRUNSWICK RECREATION CENTERS**  
520 Lake Cook Rd., Suite 400  
Deerfield, IL 60015  
(708) 317-7300  
Contact: Susan Schory-Jones

Brunswick, the largest chain operator of family bowling and recreation centers in North America, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis.

**BILTMORE ESTATE**  
One N. Pack Sq.  
Asheville, NC 28801  
(704) 255-1776  
Contact: Susan Dale

Discover George Vanderbilt's 250-room French Chateau, the English Gardens and our Winery in the enchanting mountains of Western North Carolina. Special rates are available to NESRA member companies. Open seven days a week, year round (closed Thanksgiving Day, Christmas Day and New Year's Day).

**BUSCH ENTERTAINMENT CORP.**  
104 Fifth Ave.  
Carnegie, PA 15106  
(412) 276-6620  
Contact: Donna Diebold

The Busch Entertainment Corp.'s family of theme parks offers discounts at Busch Gardens, Tampa and Williamsburg; Cypress Gardens, Winter Haven; the Sea World parks in California, Ohio, Orlando and Texas; Sesame Place near Philadelphia and our water parks, Adventure Island in Tampa and Water Country USA in Williamsburg.

**ENCHANTED PARTIES**  
711-5 Koehler Ave.  
Ronkonkoma, NY 11779  
(516) 467-6628  
Contact: Martin Greenstein

Enchanted Parties offers special event planning and design planning, free design and strategy, full-service catering from picnics to banquets, full-service entertainment and activities programs, music, magic, olympics, carnival, and casino nights. Call for special program discounts for members.

**ENERGY INNOVATIONS, INC.**  
Courthouse Plaza S.W., Suite 700  
Dayton, OH 45402  
(513) 461-8428  
Contact: Dona Canaan

Energy Innovations has developed a TicketVendor System to automate the sale of tickets and coupons. The TicketVendor System also collects and transmits vending data to a personal computer, for tracking sales and inventory. The TicketVendor System is very flexible and user friendly.

**KINGS ISLAND**  
c/o Group Sales  
6300 Kings Island Dr.  
Kings Island, OH 45034-0901  
(513) 398-5600  
Contact: Bill Lane

Kings Island Theme Park offers visitors seven themed areas containing world-class rides, attractions, Broadway-style shows and 12 acres of wet and wild water activities for all ages. Admission discounts are available to NESRA companies through a variety of ticket programs.

**MARINE WORLD AFRICA USA**  
Marine World Pkwy.  
Vallejo, CA 94589  
(707) 644-4400 ext. 228  
Contact: Aubrey Garrett

Marine World Africa USA is a one-of-a-kind wildlife park and oceanarium. It is home to a wide variety of animals of land, sea and air. Marine World's Wild Card Club is a free employee/member discount program (minimum 100) that entitles card holders and guests to a 25-50 percent discount (depending on season) on park admission. Group picnics and consignment tickets are available.

**MEDIEVAL TIMES DINNER AND TOURNAMENT**  
7662 Beach Blvd.  
Buena Park, CA 90620  
(714) 634-0213  
Contact: Jim Lennartson

Medieval Times Dinner and Tournament introduces our new Knightclub Card offering discounts at all of our castles—California, Chicago, Dallas, Florida or New Jersey. You'll cheer for brave knights on horseback who compete in daring tournament games, jousting matches and sword fights while feasting on a Medieval banquet. Come see the show that's become a legend!

**NEW YORK YANKEES**  
Yankee Stadium  
Bronx, NY 10451-2194  
(212) 293-4300  
(212) 293-6013  
Contact: Deborah Tymon

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Guided Tours available Monday through Friday 10 a.m.-4 p.m. by appointment year-

round (non-game Days Only). Minimum Groups of 12 people. Adults \$6, Children \$3, Students \$2, Senior Citizens \$1.

**OASIS WATERPARK**  
1500 Gene Autry Trail  
Palm Springs, CA 92264-9950  
(619) 327-0499  
Contact: Elayne Tunnell

A 21-acre water playground in Palm Springs, with nine waterslides, wave pool, and lazy river inner-tube ride, Oasis Waterpark is open daily 11 a.m. mid-March to Labor Day; weekends through October. NESRA members receive \$2 off adult admission with coupons mailed on request.

**OPRYLAND, USA**  
2802 Opryland Dr.  
Nashville, TN 37214  
(615) 871-6645  
Contact: Jenny Clough

From Opryland theme park to the General Jackson showboat, to the Grand Ole Opry, to the magnificent Opryland Hotel, you'll find more American family fun at Opryland USA than anywhere else on earth! Admission and package discounts for NESRA members.

**SAN DIEGO ZOO**  
**SAN DIEGO WILD ANIMAL PARK**  
P.O. Box 551  
San Diego, CA 92112-0551  
(619) 557-3966  
Contact: Mary Lou Antista-Suba

San Diego Zoo/San Diego Wild Animal park offers a Zoofari Club membership. It includes club card, discount ticket programs, catered events for up to 10,000, behind-the-scenes tours and more. At the Zoo, see the new Gorilla Tropics. At the Park, see wildlife preservation action with conservation as a primary goal.

**SHEAR MADNESS**  
National Sales Office  
74 Warrenton St.  
Boston, MA 02116-5622  
(800) 992-9035

(617) 451-0195  
Contact: Janis B. James

Shear Madness is THE side-splitting comedy whodunit that lets the audience play armchair detective, delighting audiences in Boston, Chicago, and Washington D.C. Generous group discounts are available. Now booking through 1993.

**UNITED ARTISTS THEATRE**  
**CIRCUIT, INC.**  
9110 E. Nichols Ave.  
Englewood, CO 80112  
(303) 792-8775  
Contact: Jennifer Hale

United Artists offers theatre tickets valid for one box office admission at a reduced rate for employers to either give to their employees or sell at cost as an employee benefit. Tickets can be used at any of the United Artists' 520 theatres nationwide.

**UNIVERSAL STUDIOS**  
**FLORIDA**  
1000 Universal Studios Plaza  
Orlando, FL 32819-7605  
(407) 363-8214  
Contact: Randy Gerber

The Universal Studios Florida FAN CLUB is an exciting program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

**UNIVERSAL STUDIOS**  
**HOLLYWOOD**  
P.O. Box 8620  
Universal City, CA 91608-0620  
(818) 777-3791  
Contact: Susan McCloskey

Members of our FAN CLUB will receive park admission discounts and will find savings on hotels, merchandise and restaurants at Universal Studios Hollywood as well as discounts on Hertz Rental Cars and Norwegian Cruise Lines. We'll show you and your employees what the star treatment is all about. Consignment tickets are also available.

**UP WITH PEOPLE**  
3103 N. Campbell Ave.  
Tucson, AZ 85719  
(602) 327-7351  
Contact: Debbie Kunz

Up With People provides companies with a unique and uplifting touch to their corporate special event or company picnic through its musical production, "Rhythm of the World." Your employees may host one or more of the international students.

**WALT DISNEY'S MAGIC**  
**KINGDOM CLUB**  
P.O. Box 4489  
Anaheim, CA 92803-4489  
(714) 490-3200  
Contact: Bob Baldwin

The Magic Kingdom Club offers a variety of Disney leisure benefits and discounts at Disneyland, Walt Disney World, Euro Disney Resort and Tokyo Disneyland to employees of more than 40,000 participating organizations throughout the U.S., Canada, Mexico, Europe and Japan.

**WET'N WILD FLORIDA, INC.**  
6200 International Dr.  
Orlando, FL 32819-8239  
(407) 351-1800  
Contact: Niki Karr

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation. Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington and Garland, TX offering a \$3 Sun'n Surf Club discount to NESRA members at all locations.

**WILDWATER EXPED.**  
**UNLIMITED INC.**  
P.O. Box 155  
Lansing, WV 25862  
(304) 658-4007  
Contact: K. Christopher Dragan

**WISCONSIN DELLS VACATION**  
**20 PERCENT SAVINGS CLUB**  
560 Wisconsin Dells Pkwy.  
Wisconsin Dells, WI 53965  
(608) 254-2525  
Contact: Kristi Meister

# Fitness Equipment/ Services

## OFFICE WORKOUTS

29399 Agoura Rd., Suite 113  
Agoura, CA 91301-2568  
(800) 442-WALK  
(818) 991-6256  
Contact: Paul Antico

The Energy Feat Fitness Walking Program is an affordable, well designed, and low maintenance walking program, which includes: Video, complete start-up manual and information kit. Self-contained, self-paced program is easy to administer. For free information and brochure call (800)-442-WALK. We've done all the work for you.

## UNIVERSAL GYM EQUIPMENT, INC.

P.O. Box 1270  
Cedar Rapids, IA 52406  
(800) 843-3906  
(319) 365-7561

Universal manufactures a complete line of cardio and weight training equipment: Upright exercise bikes, single and multi-station weight machines, step machines, free weights, and rowers. New this year—recumbent exercise bike, Walker treadmill, and an all-new Tredex treadmill. Call (800) 843-3906 to contact Telesales Dept. for the sales representative in your area.

# Hotels/Resorts

## AIRPORTER GARDEN HOTEL

18700 MacArthur Blvd.  
Irvine, CA 92715  
(714) 833-2770  
Contact: Colleen Caudillo

Located directly across the street from the John Wayne Airport/Orange Co., 15 minutes from Disneyland and Newport

Beach and other area beaches, Airporter Garden Hotel is a 212-room full service hotel with two restaurants, catering and meeting facilities, with an oversized pool surrounded by a lovely garden courtyard, a gift shop, travel agency and beauty salon on the premises.

## BECK-SUMMIT HOTELS

5200 Town Center Circle, Suite 303  
Boca Raton, FL 33486  
(407) 393-6061  
Contact: Lori Wolin

Over 85 hotels across the U.S. from oceanfront Hiltons to mountainview Holiday Inns, to city center Sheratons, we've got a perfect spot for everyone! Locations are nationwide including California, Florida, Arizona and the Northeast. Special NESRA discounts of up to 50 percent off regular rates!

## BEST WESTERN BUENA VISTA SUITES

14450 International Drive  
P.O. Box 22826  
Lake Buena Vista, FL 32830  
(800) 537-7737  
(407) 239-8588  
Contact: Peggy B. Palmer

"Orlando's suiteest new resort" opens May '93. Spacious two-room suites with private bedroom, FREE full breakfast, heated pool, whirlpool, fitness center, kids 17 and under FREE in parents' suite. Grand Opening NESRA Special \$69 plus tax per night valid May 1—Dec 22, 1993 and January 2—February 12, 1994.

## BEST WESTERN MARDI GRAS

3500 Paradise Rd.  
Las Vegas, NV 89109-3611  
(702) 731-2020  
(800) 634-6501  
Contact: Mary Jo LeClaire

The Best Western Mardi Gras is conveniently located three blocks from "the strip," one block from the convention center, 10 minutes from the airport. Each of our mini-suites features a spacious living room, wet bar, refrigerator and complimentary in-room coffee. A restaurant and lounge, mini-casino, swimming pool, spa, video games, beauty salon and a gift shop are located on premises. Free shuttle service is available.

## BEST WESTERN MILFORD

PLAZA HOTEL  
270 W. 45th St.  
New York, NY 10036-3901  
(212) 869-3600  
Contact: Mitch Parrish

Preferred corporate rates for NESRA members: \$85 single occupancy; \$95 double occupancy, along with complimentary continental breakfast and upgraded guest rooms.

## BEST WESTERN PLAZA INT'L.

8738 International Dr.  
Orlando, FL 32819  
(407) 345-8195  
Contact: Cathy Shelton

The Golden Passport entitles your employees to a 20 percent savings on accommodations in peak season and 40 percent off during low season. Free upgrades when available and discounts for area attractions and restaurants. Passports available through personnel office.

## BEST WESTERN SEVEN SEAS

411 Hotel Circle S.  
San Diego, CA 92108  
(619) 291-1300  
Contact: Judy Di Pietro

The largest Best Western in San Diego, a full-service hotel, offers a special "NESRA" coupon which includes deluxe room with in-room coffee, complimentary airport shuttle on availability, free local calls, heated pool, two spas, coffee shop, restaurant, and lounge. Sea World, San Diego Zoo, Old Town and malls nearby.

## CAESARS POCONO RESORTS

P.O. Box 40  
Lakeville, PA 18438  
(800) 327-3992  
(717) 226-4506  
Contact: Frances Kingsley

Caesars Pocono Resorts (Cove Haven, Paradise Stream, Pocono Palace and Brookdale) are the nongaming entities of Caesars World, Inc. Located in the scenic Pocono Mountains of Pennsylvania, these four resorts feature all-inclusive packages for primarily the couples market. Employee discounts are available through the Getaway Club. Call (800) 327-3992 for more information.

**CAVALIER INN & SUITES** 

11811 S. Harbor Blvd.  
Anaheim, CA 92802  
(714) 750-1000  
Contact: Eric Larson

Planning a trip to Disneyland? Stay at the Cavalier Inn and Suites. Extras include a complimentary continental breakfast, shuttle to and from Disneyland, HBO channel, and heated pool and spa. NESRA rates: \$39 winter and \$49 summer. Group rates available.

**CHOICE HOTELS, INT'L.** 

10750 Columbia Pk.  
Silver Spring, MD 20901-4427  
(800) 4-CHOICE  
(301) 236-6135  
Contact: Jill Brenner

Choice Hotels Int'l is the largest franchised hotel chain in the world. CHI is made up of Sleep, Comfort, Quality, Clarion, Rodeway, Econo Lodge and Friendship Inns. Choice offers a 10 percent discount to NESRA members on advance reservations at participating hotels.

**CLARIDGE CASINO HOTEL** 

Broadwalk & Park Pl.  
Atlantic City, NJ 08401  
(609) 340-3500  
Contact: Barbara McKernan

**COMFORT SUITES ORLANDO** 

9350 Turkey Lake Rd.  
Orlando, FL 32819-7329  
(800) 27-SUITE  
(407) 351-5050  
Contact: Jose M. Penabad

This property offers 215 one-room suites equipped with microwaves, refrigerators, remote control T.V. and in-room movies. In addition there is a complimentary continental breakfast daily, heated pool, whirlpool, kiddie pool, playground, convenience store with snacks and toiletries, coin laundry and concierge service. Four miles to Walt Disney World, two miles to Universal, and one and a half miles to Sea World.

**CONNESTOGA HOTEL** 

1240 S. Walnut St.  
Anaheim, CA 92802-2241  
(714) 535-0300  
Contact: Tatiana Paton

**CROWN STERLING SUITES** 

3131 Turtle Creek Blvd.  
Suite 1300  
Dallas, TX 75219  
(214) 443-1300  
Contact: Anne Lawrence

Crown Sterling Suites is an "all-suite" hotel chain. Each two-room suite has refrigerator, wet bar, coffee maker, microwave, two color televisions, two telephones, and pull-out sofa bed. Complimentary cooked-to-order breakfast offered every morning, two hours of complimentary beverages every evening.

**DAYS INN/DAYS SUITES-EAST OF MAGIC KINGDOM AND EPCOT** 

5820 W. Irlo Bronson Hwy.  
Kissimmee, FL 34746-4716  
(800) 445-3297  
(407) 396-7900  
Contact: Jackie Jackson

Located two and a half miles from the entrance to Magic Kingdom, the newly renovated Days Suites offers 604 three-room suites accommodating six persons comfortably, with full-size kitchens. Days Inn has 404 standard rooms each with two double beds. NESRA members are offered discount rates \$47-\$80 at Days Suites and \$37-\$59 at Days Inn. Subject to availability.

**DAYTONA BEACH MARRIOTT** 

100 N. Atlantic Ave.  
Daytona Beach, FL 32118-4213  
(904) 254-8200 ext. 362  
Contact: Carol Dacre

Daytona Beach Marriott offers 402 oceanfront rooms and suites for a \$69 rate based on availability.

**DORAL HOTELS & RESORTS** 

309A Bay St.  
Berlin, MD 21811  
(410) 641-1699  
Contact: Ellen Trader

Doral Hotels and Resorts are full-service hotels and resorts offering discounts from 10-30 percent to NESRA members. Locations include New York City, Miami, and the Pocono Mountains, PA. Not valid with other promotions and subject to availability.

**EMBASSY SUITES HOTEL/  
DISNEYLAND-BUENA PARK**  
7762 Beach Blvd.  
Buena Park, CA 90620

**(800) EMBASSY**

(714) 739-5600  
Contact: Mark J. O'Neal

Embassy Suites Hotel Disneyland/Buena Park offers all two-room suites featuring two color TVs, microwave, refrigerator, heated pool, whirlpool and BBQs. Complimentary cooked-to-order breakfast and cocktails/beverages each day. Disneyland shuttle provided. Walking distance to Knotts Berry Farm, Movieland, Medieval Times and Wild Bill's Extravaganza. Complimentary shuttle to all attractions. Rates start at \$79 based on availability.

**ENCLAVE SUITES AT ORLANDO** 

6165 Carrier Dr.  
Orlando, FL 32819-8254  
(407) 351-1155  
Contact: Leslie Ireland

The Enclave is a 321-room all-suite property consisting of studio and two bedroom/two bath suites accommodating up to six. All suites feature fully equipped kitchens and private balconies. A complimentary upscale continental buffet is provided daily, and children 11 and under, eat lunch and dinner free. Convenient location to all attractions, shopping, golf and the airport. NESRA members receive a year round 25 percent discount.

**THE FENWICK INN** 

13801 Coastal Hwy.  
Ocean City, MD 21842  
(301) 250-1100  
Contact: Mike Tatro

Located one block from the ocean, this 200-room resort hotel offers a rooftop restaurant and lounge, indoor pool, hot tub, and meeting and banquet facilities for up to 350.


**FERNWOOD RESORT & COUNTRY CLUB** 

Route 209  
Bushkill, PA 18324  
(717) 588-9500 ext. 4320  
Contact: Judith Griswinski


**FLORIDA RAMADA  
MANAGER'S ASSOCIATION**  
820 East Busch Blvd.  
Tampa, FL 33612

(800) 544-9117  
(813) 933-4011  
Contact: Robert E. Meyers

When your travels bring you to Florida, make your lodging choice Ramada. At participating Ramada Hotels, we offer your employees 25-50 percent off by calling our (800) 544-9117 number and asking for the NESRA package.

**FORTE HOTELS/TRAVELODGE**   
1973 Friendship Dr.  
El Cajon, CA 92020  
(619) 258-6590  
Contact: Rosalind Williams


Over 450 hotels in North America offering NESRA members a 10 percent discount through the Travelodge Corporate Business Break Club.

**GREAT SMOKIES HILTON**   
One Hilton Inn Dr.  
Asheville, NC 28806  
(704) 254-3211  
Contact: Paul Hornyak

Great Smokies Hilton is a mountain golf and tennis resort located on 120 acres close to downtown Asheville, NC. It offers 278 deluxe rooms, an 18-hole 5,111 yard par 70 Class A PGA golf course, a tennis center with four indoor and four outdoor soft courts, tennis school and two outdoor pools.


**HERITAGE INN**   
Heritage Rd.  
Southbury, CT 06488  
(800) 421-4041  
(800) 932-3466  
Contact: Meglin Miner

Heritage Inn, a gracious country resort, offers its clientele a walk down a country lane, swimming pools, tennis, or golf on their championship course. Ask about their adventure programs. Special NESRA rates available.


**HILTON INN ON  
HILTON HEAD ISLAND**   
12 Park Lane  
Hilton Head Island, SC 29928  
(803) 686-5700  
Contact: Warren R. Wilkinson

Hilton Inn's all-suite resort hotel features 156 spacious suites offering fully equipped kitchens (most with fireplaces), complimentary daily continental breakfast, outdoor heated swimming pool, hot tub,


complimentary lighted tennis courts and discounted green fees. NESRA discount rate: 12/1/92 to 2/28/93—\$45 and 3/1/93 to 11/30/93 for \$84.

**HILTON INN GATEWAY**   
7470 W. Irlo Bronson Hwy.  
Kissimmee, FL 34746-1743  
(800) 327-9170  
(407) 396-4400  
Contact: Lee Anne Melby


The Hilton Inn Gateway is ideally located one mile from the main entrance to the Walt Disney World Resort Complex and only minutes away from most major attractions. The hotel features two pools, 18-hole putting green, restaurant, lounge, deli, gazebo pool bar, health/fitness room, basketball, shuffleboard and table-tennis. Grand eight-story tower premiered in Feb. 1992, all rooms with microwaves and refrigerators. Special NESRA discounts available.

**HOLIDAY INN BUENA PARK**   
7000 Beach Blvd.  
Buena Park, CA 90620-1832  
(800) 522-7006  
(714) 522-7000  
Contact: Michael Krouse

Located in the Disneyland Park and Knott's Berry Farm area, Holiday Inn Buena Park offers a \$55 plus tax room rate for a single through quad. Complimentary shuttle to area attractions. Restaurant, lounge, heated swimming pool and spa. Subject to availability. Offer good until 12/31/93. Ask for the NESRA rate!

**HOLIDAY INN LAKE BUENA  
VISTA**   
13351 State Rd. 535  
P.O. Box 22184  
Lake Buena Vista, FL 32830-2362  
(800) FON-MAXX  
(407) 239-4500  
Contact: Bruce Sorensen

Family Fun Resort—Just minutes from Disney. All rooms feature microwave, refrigerator, coffee/tea maker and VCR. Free scheduled Disney shuttle. Free childcare at "Camp Holiday" from 8 a.m. to midnight for ages 2-12. Kids eat free "program" for ages 12 and under.

**HOLIDAY INN MAIN GATE EAST**   
5678 Irlo Bronson Memorial Hwy.  
Kissimmee, FL 34746-4709  
(800) FON-KIDS

(407) 396-4488  
Contact: Karen Hobbs

Family Fun Resort—just minutes from Disney. All rooms feature microwave, refrigerator, coffee/tea maker and VCR. Free scheduled Disney shuttle. Free childcare at "Camp Holiday" from 8 a.m. to midnight for ages 3-12. Kids eat free "program" for ages 12 and under.

**HOLIDAY INN MELBOURNE  
OCEANFRONT RESORT**   
2605 N. Highway A1A  
Indianapolis, FL 32903  
(407) 777-4100  
Contact: Steve Kovats

Located directly on the beach, our full-service hotel is ideal for great family vacations and revitalizing weekend getaways. We feature an indoor/outdoor heated pool, whirlpool and tennis courts. A 25 percent discount off seasonal rates is extended to NESRA members.

**HOSTMARK HOSPITALITY  
MGT. GROUP**   
9990 International Dr.  
Orlando, FL 32819  
(407) 351-1710  
Contact: Mary Feimster

**HOWARD JOHNSON'S  
FOUNTAIN PARK PLAZA**   
5150 W. Spacecoast Hwy 192  
Kissimmee, FL 34746  
(800) 327-9179  
Contact: Dick Annunziata

Howard Johnson Fountain Park Plaza Hotel offers NESRA members a special discount card which entitles them to savings at the world's largest Howard Johnson. Located three miles from Walt Disney World and minutes from other central Florida attractions, this family-oriented hotel has many extras: Children's activity room, saunas, whirlpool, paddleboats, heated swimming pool and much more for all family members.

**HOWARD JOHNSON  
FRANCHISE SYSTEMS, INC.**   
339 Jefferson Rd.  
Parsippany, NJ 07054  
(800) 1-GO-HOJO  
(201) 428-9700  
Contact: Mary DeBonis

Whether you choose to stay in our luxurious Plaza-Hotels, full-service hotels,

comfortable lodges or economical HoJo Inns, you'll receive the level of service and accommodations you'd expect. As a NESRA member, you'll receive an additional 10 percent discount off our already low standard rates. Call now for reservations and ask for the NESRA Travel Deal discount.

#### HOWARD JOHNSON PLAZA-HOTEL

2080 N. Atlantic Ave.  
Cocoa Beach, FL 32931  
(800) 55-BEACH  
Contact: Alice Cockrell  
Julie Huber

This deluxe 210-room oceanfront high rise hotel and cabanas on Florida's Space Coast is just minutes from Kennedy Space Center, Space Port, USA and one hour from Orlando/Disney World attractions. It also offers two pools, two restaurants and an exercise room. Special NESRA Members: \$59 Beach For Rent Rate (which is oceanview room and includes up to four adults in room).

#### HYATT HOTELS & RESORTS

200 W. Madison Ave.  
Chicago, IL 60606  
(312) 750-8396  
Contact: David Wallgren

#### HYATT ORLANDO

6375 W. Irlo Bronson Mem. Hwy.  
Kissimmee, FL 34747  
(407) 396-5000  
Contact: Diane C. Murphy

The 924 Hyatt Orlando situated on 56 lush tropical acres, two miles from the Disney Parks offers over a 50 percent savings to NESRA members December 19, 1992 through December 19, 1993 of \$55 per room. Refer to the "Magic Employee Getaway" when making reservations.

#### KAMPGROUNDS OF AMERICA, INC.

P.O. Box 30558  
Billings, MT 59114  
(406) 248-7444  
Contact: Laurie Nichols

KOA Kampgrounds is North America's largest chain of private campgrounds, with nearly 600 franchise locations offering RV and tent camping and more than 400 KOAs also offer cozy Camping Kabins. NESRA members currently

receive discounts at 12 company-owned KOAs in popular destinations in Florida and on the West Coast (California, Nevada and New Mexico locations).

#### KARENA HOTELS-ORLANDO

7100 Lake Ellenor Dr.  
Orlando, FL 32809-5751  
(800) 365-6935  
(800) 447-7283 (group resv.)  
(407) 240-7100  
Contact: Patricia Patton

Karena Hotels is "setting a new standard in American hospitality" within its six hotels. The following properties are located in Kissimmee, FL: Ramada Resort Maingate, Ramada Inn Westgate, Econo Lodge Maingate, Hawaiian Resort, Econo Lodge Maingate East and Holiday Inn Maingate West. The Rodeway Inn Int'l Dr./Wet'n Wild is located in Orlando, FL.

#### KEYSTONE RESORT-COLORADO

3200 Cherry Creek S. Dr.  
Suite 470  
Denver, CO 80209-3246  
(800) 222-0188  
(303) 777-5525  
Contact: Beth Muehlethaler

Keystone Resort offers NESRA members significant savings on lodging and activities to enjoy our five skiing experiences, which include night skiing and the rugged adventure of our newest mountain, The Outback. Add this to Keystone's existing features—quality accommodations, year-round activities, and a peaceful, unspoiled atmosphere—to enjoy a truly wonderful vacation experience.

#### KNIGHTS LODGING SYSTEMS

26650 Emery Pkwy.  
Cleveland, OH 44128  
(800) 843-5644  
(216) 464-5055  
Contact: Eric Barnett

With 200 locations of Knights Inns, Knights Court or Arbogate Inns, we offer clean, comfortable accommodations at affordable rates. Call toll free for reservations (800) 843-5644.

#### MGM GRAND HOTEL & THEME PARK

P.O. Box 77711  
Las Vegas, NV 89177-7711  
(702) 891-2210  
Contact: Ms. Martie Sparks

Opening in early 1994, this 5,000-room hotel and 33-acre theme park will be the world's largest destination resort. NESRA members will receive a 10 percent discount on rooms and theme park entrance.

#### OCEANS ELEVEN RESORTS, INC.

2025 S. Atlantic Ave.  
Daytona Beach Shores, FL  
32118-5007  
(800) 874-7420  
(904) 257-1950  
Contact: Larry Kelly

Oceans Eleven Resorts, Inc.'s six AAA rated oceanfront hotels in Daytona Beach, FL: Acapulco Inn, Beachcomer Oceanfront Inn, Casa del Mar Beach Resort, Bahama House, Mayan Inn and Treasure Island Inn offer substantial savings to NESRA members. All six hotels are located directly on the ocean and feature swimming pools, whirlpools, color cable TV and year-round recreation programs. Discount flyers are available upon request.

#### OUTRIGGER HOTELS HAWAII

30100 Town Center Dr.  
Suite 0-172  
Laguna Niguel, CA 92677  
(714) 249-9424  
(714) 495-5642 FAX  
Contact: Sandra Schmidt

A family owned chain, Outrigger Hotels Hawaii, Hawaii's largest most diverse hotel company, introduces its Preferred Club Card offering a 15 percent rate reduction on rooms and suites at 24 newly renovated hotels throughout Waikiki, Kauai and the Big Island plus nine mainland U.S. properties in California, New Mexico, Texas and Florida. Accommodations range from luxurious suites to comfortable spacious hotel rooms many with kitchenettes and our published rates range from \$60-\$750 per night.

#### PALM SPRINGS MARQUIS HOTEL & VILLAS

150 S. Indian Canyon Dr.  
Palm Springs, CA 92262  
(619) 322-2121  
Contact: Cindy Veale

The Palm Springs Marquis Hotel & Villas is a full-service hotel located in the center of Palm Springs and has 264 rooms which include one-and two-bedroom

suites along with deluxe hotel rooms. Banquet and meeting facilities will serve 10-900 people.

#### PIRATE'S COVE HOTEL

3501 South Atlantic Ave.  
Daytona Beach Shores, FL 32127  
(800) 272-2683 Nationwide  
(800) 233-2683 Canada  
(904) 767-8740  
Contact: Susan Tyler

Directly on Daytona Beach, Pirate's Cove Hotel is a full-service hotel offering 173 totally refurbished guest rooms and efficiencies, all with private balconies and ocean front or ocean views. "Key to Paradise" program offered to NESRA Members for \$35 plus tax. Family rate available May and August 15-Jan. 31st. A \$55 plus tax family rate applies all other dates. Subject to availability during holidays and special events.

#### POCONO MANOR INN & GOLF RESORT

Pocono Manor, PA 18349  
(800) 233-8150  
Contact: Tina Lauro

A 250-room resort with meeting and conference facilities, Pocono Manor Inn & Golf Resort offers a 10 percent discount on social rates for NESRA members, two 18-hole golf courses, tennis, horseback riding, indoor pool and sauna. Centrally located to attractions and skiing.

#### PRINCESS HOTELS INTERNATIONAL, INC.

805 Third Ave.  
18th Floor  
New York, NY 10022  
(212) 715-7042  
Contact: Stephen Cius

Princess Hotels International is a 4,300-room deluxe hotel group with luxury resorts in Acapulco, Bermuda, the Bahamas, Scottsdale, AZ and Palm Springs, CA.

**QUAIL HOLLOW RESORT**  
11080 Concord Hambden Rd.  
Concord, OH 44077  
(216) 352-6201 ext. 3539  
Contact: Lois Lemonovich

Quail Hollow Resort is a four-diamond property with 169 guest rooms. Meeting rooms, banquet facilities for 350 people,

fine dining and casual dining, along with an indoor and outdoor pool and fitness room are available. NESRA members qualify for a 10 percent discount.

#### QUALITY INN KINGS ISLAND CONFERENCE CENTER

5589 Kings Mills Rd.  
P.O. Box 425  
Kings Island, OH 45034-9999  
(800) 227-7100  
(513) 398-0970  
Contact: Diana Hanna

Quality Inn Kings Island Conference Center, located across from Kings Island Theme Park, offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday through Thursday nights. (Discounts do not apply to poolside rooms, mini-suites, or suites, and this discount is not valid in conjunction with any other discount or promotion). Advance reservations suggested and awarded based upon room availability. Discount flyers are available upon request.

#### QUALITY SUITES MAINGATE EAST

5876 W. Irlo Bronson Mem. Hwy.  
Kissimmee, FL 34746-4718  
(800) 848-4148  
(407) 396-8040  
Contact: Susie Seward

Quality Suites Maingate East is a new all-suite hotel located two miles from Walt Disney World offering one bedroom and two bedroom/two bath units (sleep up to 10!) featuring living/dining area plus kitchen with microwave. Enjoy heated pools, whirlpool spa, free continental breakfast and manager's daily reception. Call for your NESRA Discount Card.

#### QUALITY HOTEL-ORLANDO

3835 McCoy Rd.  
Orlando, FL 32812  
(800) 824-0423  
(407) 859-2711  
Contact: Shelly Lightsey

Quality Hotel-Orlando, located 15 minutes from Disney, offers 340 guest rooms, a full-service restaurant, lounge, gift shop, game room, fitness center with sauna, steam room, exercise equipment, convenience store, kiddie pool, heated outdoor pool and whirlpool. NESRA rates: \$39 until August 23, 1993 and \$29 from August 24, 1993-December 21, 1993.

#### RADISSON INN SANIBEL GATEWAY

20091 Summerlin Rd.  
Fort Myers, FL 33908  
(813) 466-1200  
Contact: Lara Brewer

Your employees can "cool their heels" on the gulf coast of Florida starting at \$44 per night. Perfect location, two miles from Sanibel Island causeway, and five miles from Fort Myers Beach. Spacious guest rooms surround tropical courtyard with Olympic heated pool and giant whirlpool. Call the hotel direct, (813) 466-1200 to enroll your company in our "Employee Getaway Club."

#### RADISSON PLAZA HOTEL ORLANDO

60 South Ivanhoe Blvd.  
Orlando, FL 32804  
(407) 425-4455  
Contact: Tammy Hulick-Wheeler

The newly renovated Radisson Plaza Hotel Orlando is a 336-room, full-service, deluxe hotel. The Radisson is ideally located just minutes from Downtown, the International Airport and all of Central Florida's attractions.

#### RADISSON SUITE HOTEL OCEANFRONT

3101 North Highway A1A  
Melbourne, FL 32903  
(407) 773-9260  
Contact: Anna Zander

The Radisson Suite Hotel Oceanfront is located on miles of open natural beaches with every suite offering a direct oceanfront view with private balcony, microwave, refrigerator, coffee pot, TV, VCR and electronic safe. Guests can also enjoy the heated pool, two spas, restaurant, lounge and pool bar. Extensive children's activity program (seasonal). Call hotel for NESRA rates.

#### RAMADA ORLANDO CENTRAL

3200 W. Colonial Dr.  
Orlando, FL 32808-8023  
(407) 295-5270  
Contact: Robin Boyd

Ramada Orlando Central is a three-diamond inn located on West Colonial Dr., centrally located to all major attractions and the Orlando Arena and Central Florida Fairgrounds. We offer 315 rooms with free cable including HBO, two sparkling pools and saunas. Free daily

newspaper and coffee. We offer a \$38 rate for NESRA members—valid through December 1993.

#### **RAMADA HOTEL RESORT FLORIDA CENTER**

7400 International Dr.  
Orlando, FL 32819-8234  
(407) 351-4600  
Contact: Brenda Knapp

The Ramada Hotel Resort Florida Center is located within walking distance of International Drive's many shops and restaurants. The hotel features two pools (one covered and heated), two lounges (nightly entertainment), restaurant, deli, playground, exercise room and mini-shopping mall. It is only eight miles from Walt Disney World's entrance, three miles from Sea World, two miles from Universal Studios and just minutes from all other major attractions. Children under 18 may stay free with parents. Call for information on NESRA room rates.

#### **RAMADA RESORT MAINGATE AT THE PARKWAY**

2900 Parkway Blvd.  
Kissimmee, FL 34747  
(407) 396-7000  
Contact: Mimi Vielhauer

Ramada Resort offers 718 guest rooms, one free-form pool with waterslide, one heated pool, children's wading pool, sauna, playground, tennis courts, game room, gift shop, deli cafe, Cafe in the Court (family dining), snack bar, poolside bar, Dooley's Lounge, and guest service desk all located one and a half miles to Walt Disney World.

#### **REGAL McCORMICK RANCH**

7401 N. Scottsdale Rd.  
Scottsdale, AZ 85253-3548  
(800) 243-1332  
(602) 348-5050  
Contact: Robin Brin

This 125-room luxury resort located in the heart of Scottsdale, AZ is beautifully situated on Camelback Lake with 36 holes of championship golf and four tennis courts. Canoeing, sailing and paddleboats are available. Heated pool and fabulous Southwestern restaurant—the Pinon Grill. NESRA members enjoy 50 percent off May 2-Sept. 10, 1993 and special discounts in season (10 percent off).

#### **RESIDENCE INN BY MARRIOTT ON LAKE CECILE**

4786 W. Irlo Bron. Mem. Hwy. 192  
Kissimmee, FL 34746  
(800) 468-3027  
(407) 396-2056  
Contact: Robert W. Smithson

The Residence Inn by Marriott on Lake Cecile offers an all-suite resort, five miles from the Walt Disney World entrance. All suites have a fully-equipped kitchen with range, dishwasher, refrigerator with ice cube maker, microwave and coffee maker—most have wood burning fireplaces. Property amenities include pool, whirlpool, pool bar, children's playground, sandy beach area with picnic tables and charcoal grills. Water sports are also available such as jet ski, paddleboat, sailboat and water ski rentals. Complimentary continental breakfast daily. Meeting space for up to 80 people. NESRA rates start at \$69.

#### **RESIDENCE INN BY MARRIOTT**

7975 Canada Ave.  
Orlando, FL 32819  
(407) 345-0117  
Contact: Scott Zimmerman

Residence Inn offers NESRA discounts. All our suites include a complimentary extended continental breakfast buffet daily and a hospitality hour from 5-7 p.m. Monday through Thursday featuring beer, wine, soft drinks and snacks.

#### **RIVERSIDE RESORT HOTEL AND CASINO**

P.O. Box 500  
Laughlin, NV 89029  
(702) 298-2535  
Contact: Joel Barez

This resort hotel and casino located on the beautiful Colorado River, offers 660 spacious rooms, 1,500 slot machines, "21" craps, bingo, keno, poker, roulette, 600 RV spaces, gourmet room, 24-hour restaurant, buffets, two pools, three first-run movie theaters, entertainment nightly and banquet facilities.

#### **SHERATON LAKESIDE INN**

7769 W. Irlo Bronson Mem. Hwy.  
Kissimmee, FL 34747  
(407) 239-7919 ext. 7377  
Contact: Tina Higbee

Sheraton Lakeside Inn, a 651-room resort one and a half miles from Walt Disney World's main gate, offers guests free use

of paddleboats on our private lake, three pools, complimentary transportation to the Walt Disney World theme parks and kids 10 and under eat breakfast and dinner free when accompanied by paying adult. NESRA members will receive up to a 50 percent discount through the Vacation Magic Club. Subject to availability and the VMC rates are noncommissionable. Call to enroll your company.

#### **SHERATON ORLANDO NORTH HOTEL**

P.O. Box 538300  
I-4 & Maitland Blvd.  
Orlando, FL 32853-8300  
(800) 628-6660  
(407) 660-9000  
Contact: J. Michael Quisenberry

NESRA members take advantage of a 50 percent discount! Be active or relax at our 400-room luxury hotel. Enjoy a game of tennis or relax poolside. Walt Disney World, MGM, EPCOT, Universal Studios, Sea World and many beaches are all within a short drive.

#### **SUMMERFIELD SUITES HOTEL ORLANDO**

8480 International Dr.  
Orlando, FL 32819-0001  
(800) 833-4353  
(407) 352-2400  
Contact: Elisabeth M. Hall

Beautiful one and two bedroom all-suite hotel features full-size kitchens, living rooms, private bathrooms, telephone lines and voice mail in each bedroom. Color TV in every room, video player in each suite. Complimentary breakfast daily. Centrally located to all attractions. NESRA discount 15 percent off rack rate subject to availability.

#### **THE POINTE RESORTS**

7500 N. Dreamy Draw Dr., Suite 215  
Phoenix, AZ 85020  
(800) 528-5771  
(602) 997-7777  
Contact: Kathy Stewart

Outstanding vacation values are available at The Pointe Resorts in Phoenix, which features luxurious suites with wet bar and refrigerator, and management-hosted cocktails daily. Guests can also enjoy championship golf, tennis, fitness centers, horseback riding and swimming. Contact Kathy Stewart for great seasonal values.

**TRIGILD CORPORATION**  
12555 High Bluff Dr.  
Suite 330  
San Diego, CA 92130  
(619) 481-6767  
Contact: Linda Caparro

Hotel Management Company whose hotels vary in size and facility has locations throughout California. \$5 off current rack rate or better at each participating location.

**UNIVERSAL RESORTS, INC.**  
**DISNEY WORLD AREA**  
6233 Intn'l. Dr.  
Orlando, FL 32819  
Contact: Carol Correia

A management corporation for two hotels: The Colony Plaza Hotel—NESRA rate \$40 plus 10 percent tax, 300 rooms, lighted tennis courts, swimming pool, lounge with live entertainment, transfers available to Disney World, MGM & Epcot. For reservations call (800) 821-0136. The Las Palmas Hotel—NESRA rate \$49 plus 10 percent tax, 262 rooms, heated swimming pool, lounge with live entertainment, restaurant, banquet facilities, 10 miles from Disney, for reservations call (800) 327-2114.

**VACATION RESORTS INTERNATIONAL**  
297 North St.  
P.O. Box 399  
Hyannis, MA 02601  
(800) 228-2968  
(508) 771-3399  
Contact: Paul Carney

Enjoy condominiums and resorts throughout the U.S., Mexico, Bermuda. Most have full kitchen facilities and enhanced amenities. Minimum 25 percent discount to all NESRA members at all VRI resorts.

**VANDERBILT INN ON THE GULF**  
11000 Gulf Shore Blvd N.  
Naples, FL 33963  
(800) 552-0139  
(813) 597-3151  
Contact: Shirley Shields

The Vanderbilt Inn on the Gulf, a newly renovated beachfront resort, offers a casual tropical island setting, Jasmine Court restaurant for breakfast or dinner. Chickee Beach Bar for lunch and tropical drinks, volleyball, guest laundry, gift shop,



water sports rentals and nearby golf and tennis. Please call Inn for special NESRA discount packages.

**WILSON HOTEL MANAGEMENT CO., INC.**  
1629 Winchester Rd.  
P.O. Box 30185  
Memphis, TN 38116-3513  
(901) 346-8800  
Contact: Carolyn Powers

Wilson Hotel Management Co. is a hotel management company with limited and full-service hotels in PA, FL, MS, LA, TX, TN, AR, KY, SC and AL. They manage 11 Wilson Inns, six Wilson Worlds, six Holiday Inns, one Holiday Inn Express and one Ramada Inn.

**WYNFIELD INNS**  
6263 Westwood Blvd.  
Orlando, FL 32821-8016  
(800) 346-1551 (Res. for Westwood)  
(800) 468-8374 (Res. for Main Gate)  
(407) 345-8000  
Contact: Kenn Lantry

Wynfield Inns offers affordability with style at two locations in the Orlando area, both just minutes away from Walt Disney World and all exciting Central Florida locations. Both hotels feature complimentary coffee, tea and fruit 24 hours a day, beautiful tropically landscaped grounds, and the hospitality and friendliness that will make your vacation a truly magical one. Identify yourself as an "INN CROWD" Member to receive up to 50 percent discount year-round.

## Merchandise Discounts/ Fundraising Programs

**3M CREATIVE EXPRESS PRODUCTS**  
223-4NE-05  
3M Center  
St. Paul, MN 55144-1000  
(612) 733-1402  
Contact: David A. Berk



**ACTION PRODUCTS INT'L., INC.**  
344 Cypress Rd.  
Ocala, FL 32672-3102  
(800) 874-9853 (for U.S. orders)  
(904) 687-2202  
Contact: Danielle Tyrell

Action Products Int'l., Inc. employee store and corporate identity specialists, imports and manufactures toys, souvenirs, novelties, sportswear, model kits, gifts and books. We offer T-shirts, sweats, caps, totes, patches, raincoats, buttons, pens, pencils, coffee mugs, magnets, frisbees, incentives with your logo or event! Lowest prices.

**ARIS-ISOTONER, INC.**  
365 Calle Alcazar  
Walnut, CA 91789  
(714) 595-1855  
Contact: Bobbie Guttromson

Aris-Isotoner, Inc. offers ladies' and men's Isotoner gloves and slippers (children's sizes also available) to NESRA members. Minimum order of \$100 per category is required.

**AUTO-SHADE, INC.**  
7040 Lankershim Blvd.  
No. Hollywood, CA 91605  
(800) 346-9453  
Contact: Karen Swenson

A full line of travel accessories and sun protection items, including automobile organizers, pillow-blankets, thermal bags, sunshades, glare reducers roller shades, winter windshield covers, and steering wheel covers.

**BLUE MOUNTAIN ARTS, INC.**  
P.O. Box 4549  
Boulder, CO 80306  
(800) 525-0642  
(303) 449-0536  
Contact: June Polis

Blue Mountain Arts, Inc. offers all-occasion and seasonal greeting cards, poetry books (softcover/hardcover), stationery, calendars (12 and 16 month), prints and bookmarks.

**BOSE CORPORATION**  
Consumer Direct Division  
The Mountain, #274  
Framingham, MA 01701-9168



(800) 354-2673 ext. 4288

Contact: Lino Conti

Special pricing offered on the award-winning Bose Acoustic Wave music system. A room full of music without a room full of equipment, this all-in-one complete system enables you to enjoy lifelike sound anywhere. Call for program details.

### **BRONSON PHARMACEUTICALS**

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La Canada, CA 91012

(800) 437-6659 ext. 222

Contact: Kathy Brunette

Bronson offers two convenient ways to offer employees over 170 health and fitness products at 40-60 percent below nationally advertised brands. Choose "Plan A" and employee stores earn a 33 percent profit. Choose "Plan B" and employee services/wellness programs earn employees an additional 10 percent discount (via mail-order catalog).

### **CHERRY HILL FURNITURE**

CARPET & INTERIORS

P.O. Box 7405

Furnitureland Station

High Point, NC 27264

(800) 328-0933

(800) 888-0933

Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture and carpet direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide in-home delivery is available.

### **CORPORATE JEWELRY CLUB**

319 E. 2nd. St., Suite 115

Los Angeles, CA 90012-4250

(213) 617-7882

Contact: Edward Wong

As a manufacturer of fine jewelry, the Corporate Jewelry Club offers employees direct wholesale prices on diamond rings, earrings, and pendants decorated with rubies, sapphires and emeralds. Gold chains, watches and engagement rings are also available at wholesale prices. Employee associations receive a 10 percent refund on all sales.

### **CSC MARKETING**

3710 West Way

Tyler, TX 75703

(903) 534-8778

Contact: Jason Ramby

### **DAVID J. SELZNICK GROUP**

100 W. 94th St., Suite 24E

New York, NY 10025-7013

(212) 866-1441

Contact: David J. Selznick

The David J. Selznick Group specializes in discount sales to company stores, employee groups and associations. A beautiful full line of jewelry including tennis bracelets and necklaces is available as well as a complete line of electronics, including radios, compact disc players, telephones and answering machines from top brand manufacturers. We also sell quality luggage, cosmetics and perfume at discount prices.

### **ENTERTAINMENT PUBLICATIONS, INC.**

2125 Butterfield Rd.

Troy, MI 48064-3423

(313) 637-8400

Contact: Bunny Cooper

Entertainment Publications, Inc. publishes Entertainment and/or Gold C Saving Spree coupon books in over 100 U.S., eight Canadian, and seven foreign markets. Its books contain hundreds of two-for-one offers for local dining, movies, special events, sports, hotels, and more. Entertainment provides its products to nonprofit fund-raising groups and organizations, schools, youth groups and to employee groups on consignment, with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products for corporations.

### **FANNIE MAY CANDIES/**

**FANNY FARMER CANDIES**

1137 W. Jackson Blvd.

Chicago, IL 60607-2905

(312) 243-2700 ext. 401

Contact: Greg Percival

Fannie May and Fanny Farmer Candies offer NESRA members 20-35 percent discounts on their candy and gift certificate purchases. These discounts are good year-round. The perfect gift for Christmas, birthdays, or any special occasion. Great for fund-raising!



### **FEDERAL PRINTING CO.**

270 Farmington Ave., Suite 305

Farmington, CT 06032-1909

(800) 733-6127

Contact: Leon S. Davidoff

Federal Printing Co. offers fine wedding invitations and social stationery at a discount.



### **FIDELITY ELECTRONICS, INC.**

8800 NW 23rd St.

Miami, FL 33172

(305) 597-1500

Contact: Brian Miles

### **GRANDMA'S FRUIT CAKE METZ BAKING COMPANY**

P.O. Box 457

201 S. Fifth St.

Beatrice, NE 68310-0457

(800) 228-4030

(714) 897-7770

Contact: Ron Young

Dave West (Western Reg.)

Grandma's Fruit Cake is truly a gourmet's delight—loved by all, it's the perfect gift. Use as corporate gifts, store resale items, fund-raisers, of employee discounted merchandise. NESRA members are entitled to a discount for employee groups. Samples and brochures are available upon request.

### **GROUP DISCOUNTS**

P.O. Box 669

Bethel Park, PA 15102-0669

(412) 831-4819

Contact: Jack Muse

Group Discounts offers magazine subscriptions to employee groups at low group discount rates. The low rates apply to both new and renewed subscriptions.

### **GULLIVER RITCHIE ASSOCIATES, INC.**

14900 Landmark Blvd., Suite 600


Dallas, TX 75075

(214) 788-2121


Contact: Guy Diedrich

CAUTION! The Home Safety Board Game is perfect for corporate gift-giving. Endorsed by the American Trauma Society, CAUTION! reduces accident-related insurance claims while making

safety education fun. Show your concern for the well-being of your employees, customers and their families.

  
**HALLMARK CARDS, INC.**  
2501 McGee, Box 419580,  
Mail Drop 167  
Kansas City, MO 64141-6580  
(816) 274-4182  
Contact: Donald Larose

Hallmark Cards, Inc. is the world's leading manufacturer of greeting cards and social expression products. With the world's largest creative staff, Hallmark produces many lines of greeting cards, as well as giftwrap, party goods, mugs, stationery, and much more.

  
**HANOVER-BOSTONIAN SHOE CO.**  
440 N. Madison St.  
Hanover, PA 17331-4700  
(800) 368-3674  
(717) 633-8437  
Contact: Ron Jones

Hanover-Bostonian Shoe Co. offers special savings of up to 40 percent on certain styles and brands of men's and ladies' footwear. This company is also the supplier of the world famous "Sportech" walking shoe. Call for more information.

  
**HARPER-MACRAE & ASSOCIATES INC.**  
65 E. State St., Suite 1000  
Columbus, OH 43215  
(614) 488-6458  
Contact: Tony Duffy

Harper-Macrae & Associates offers hard cover, general interest, pictorial, and "coffee table" books.

**HILTON JEWELERS**  
55 E. Washington St., Suite 300  
Chicago, IL 60602-2105  
(800) 285-GEMS  
(312) 346-0458  
Contact: Marlene Kozer

Up to 50 percent discount on exquisite jewelry crafted in 14K, 18K gold and platinum. Diamonds and colored gemstones are our specialty. Appraisal services by Certified Gemologist. See us for expert jewelry repairing and custom design services. We ship nationwide. Call (800) 285-GEMS.

**THE HOOVER COMPANY**  
101 E. Maple St.  
North Canton, OH 44720  
(216) 499-9200, ext. 2671  
Contact: R.L. Bricker


The Hoover Company is a manufacturer of a complete line of floorcare appliances. Included are Uprights with Top-side tools, Canisters, Quick-Brooms, Hand Cleaners, Wet/Dry Handvacs, Power-driven Uprights and Floor Polishers.

  
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(612) 349-2300  
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We are wholesalers of excess inventories and overstocks. We buy entire inventories of major brandname housewares, giftware, hardware, electronics, etc. We also use these inventories for premium programs.

  
**J. JEN TRADING CO.**  
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Great Neck, NY 11023  
(516) 335-0969  
Contact: Garry Beir


  
**KRAFT PACKAGING CORP.**  
91 Ruckman Rd.  
Closter, NJ 07624  
(800) 666-9727  
Contact: John Blakinsip

Kraft Packaging offers a unique collection of giftwraps, accessories, and collectibles for the Holidays and everyday. Premium quality you just can't get retail. Giftwraps on 18-ft. long rolls. Discounts up to 60 percent on the very best the season has to offer. Call for a FREE catalog.

  
**NATIONAL GOLD & SILVER**  
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Woodbridge, CT 06525-2218  
(203) 387-0168  
Contact: Chris McGowan

  
**NORTH AMERICAN MARKETING CORP. (NAMCO)**  
100 Sanrico Dr.  
Manchester, CT 06040-2225  
(203) 649-3666  
Contact: Gary Tampone


NAMCO Toy Wholesalers has specialized in toys for corporate children's Christmas parties for 30 years. Case lot sales only; all at low wholesale pricing.

  
**PASSBOOK CLUBS OF AMERICA, INC./ C.U.C. PUBLISHING**  
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(214) 931-3002  
Contact: Joan K. Stern


Passbook Clubs of America, Inc./C.U.C. Publishing is a printer of premium publications and publisher of discount coupon books made available to employee groups and fund-raising organizations throughout the U.S. for over 12 years. They work with over 4,500 employers and organizations.

  
**PULSAR TIME**  
1111 MacArthur Blvd.  
Mahwah, NJ 07430  
(201) 529-7913  
Contact: Bernard Dwortzan


Pulsar Time offers Pulsar and JAZ Paris quartz watches for men and women. Available with customized dials showing corporate logo.

  
**R.J. SPENCER ASSOCIATES, INC.**  
9825 W. Sample Rd. Suite 203  
Coral Springs, FL 33065-4040  
(305) 345-8991  
Contact: Marsha Kaye


R.J. Spencer Associates is an advertising company working with companies, hospitals and government agencies throughout the nation offering complimentary discount card programs to all employees. Through a joint effort, the merchants in your community will offer the employees of your company a discount on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute the cards.

RSG PUBLISHING INC.   
P.O. Box 700612  
Plymouth, MI 48170  
(313) 582-8860  
(800) 223-5877  
Contact: Eric Rasmussen

RSG Publishing Inc. is a publisher and distributor of Michigan and Ohio *Golfers Map and Guide* and Powers North Eastern States area golf guides. Complete directories of public golf courses with two-for-one green fee discount coupons. Forty percent discount off cover price to NESRA members.


RIGHT IDEAS, INC.   
316 Hartford Rd.  
Manchester, CT 06040  
(203) 647-1492  
Contact: George E. Alexander, Jr.

Right Ideas, Inc. has been a premium incentive distributor since 1977. Offering factory direct wholesale or near wholesale prices on Sony, Apple, Corning, G.E., RCA, Black & Decker, Seiko, Panasonic, Toro, Minolta, Zenith, AT&T and discount Travel Club to NESRA members.

SANYO FISHER (USA) CORP.   
21350 Lassen St.  
P.O. Box 2329  
Chatsworth, CA 91313-2329  
(818) 998-7322 ext. 582  
Contact: David Claus


Sanyo Fisher (USA) Corporation offers Sanyo brand and Fisher brand products, including televisions, radio and tape recorders, portable audio products, integrated component systems, audio components, audio component systems, speakers, compact discs, car audio products, VHS video cassette recorders, 8mm camcorders, A/V systems, refrigerators, laundry, microwave ovens, vacuum cleaners and small appliances.

SANOFI BEAUTY PRODUCTS   
40 E. 52nd St., 14th Flr.  
New York, NY 10022  
(212) 230-0523  
Contact: Marilyn Gallo


SEE'S CANDIES   
3423 S. La Cienega Blvd.  
Los Angeles, CA 90016-4401

(800) 877-7337  
Contact: Rosemary B. Robinson


See's Candies offers the freshest quality boxed chocolates and candies available for employee group and association purchases, company stores, corporate gifts and incentives and employee association fundraising. Gift certificates and many items available all year. Holiday specialties for Valentine's Day, Easter and Christmas are also available.

SUZAN HARRISON, INC.   
18100 Burbank Blvd., Suite 21B  
Tarzana, CA 91356  
(818) 342-1190  
Contact: Suzan Harrison


Suzan Harrison, Inc. offers tickets for entertainment/special events at special pricing.


TEXAS INSTRUMENTS   
Consumer Products Div—  
Employee Stores  
P.O. Box 650311, M/S 3910  
Dallas, TX 75265  
(214) 917-7338  
Contact: Joe Spinelli

Texas Instruments offers discount programs to employee clubs and stores on all TI calculators and educational toys which range in use for ages from six months to teens. We also offer a direct mail club program in which the club will participate in the proceeds of the sales.

TIME PRODUCTS INT'L   
152 Messner Dr.  
Wheeling, IL 60090  
(708) 459-8885  
Contact: Edward Gusfield

Time Products International is a major electronic importer and manufacturer of innovative electronics, clocks, calculators, watches, radios and sport clocks. They custom make small electronic premiums and gifts along with serving the promotional, premium, trophy and mail-order trades.


UNIVERSAL INT'L INC.   
5000 Winnetka Ave N.  
New Hope, MN 55428-4231  
(800) 634-8349 ext. 247  
Contact: Morrie Wilf

VARIETY DISTRIBUTORS   
D/B/A VARIETY JEWELERS  
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Nashville, TN 37210-3801  
(800) 233-8088  
Contact: Tamora L. Hamilton


We carry 14K and 10K fine jewelry, diamonds, sterling silver, and colored gemstones. Our merchandise is pre-ticketed and padded for convenience. We offer memo to employee stores enabling them a constant change of merchandise in their stores at low cost to them and their employees. Call for our new catalog.

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100 Hollister Rd.  
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(201) 440-8700  
Contact: Janet Pincus

Vi-Tel Electronics, the largest wholesale distributor of consumer electronic products in the country can act as a one-stop source for your employees' needs. We can offer savings up to 70 percent off manufacturer suggested retail on such brands as AT&T, Bionaire, Brother, BASF, Casio, Code A Phone, Craig, Phonemate, N.W.Bell, Record-A-Call, Samsung, S.W.Bell, Selectronics, and Teac. These items are offered to employees in a printed employee sale brochure distributed by the employer, and products are dropped shipped to each employee by Vi-Tel Electronics. Bulk sales are also offered to employee stores.

WATERMAN PEN COMPANY   
101 Huntington Ave.  
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(800) 752-0652  
Contact: Danice Triot

For over 100 years, Waterman has produced the finest writing instruments such as fountain pens, ball pens, pencils and roller balls. The pens are available for your employee store, awards, recognition and business gifts and can be tastefully customized with your company logo.

WISCONSIN TOY COMPANY   
1107 Broadway, Suite 1512  
New York, NY 10010  
(212) 741-2125  
Contact: Dena Gottesman

For over 40 years Wisconsin Toy has been supplying more toys for less money to charities, company stores, fund-raisers and nonprofit organizations. Wisconsin Toy, through its wholesale and retail subsidiaries, sell first-quality brand-name toys at 30 to 70 percent off regular prices.

# Photofinishing

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47 Main St.  
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Contact: Bob McManus

C.S. Photo offers full service film processing featuring customized envelopes, self-service units and programs. High quality overnight service.

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(800) 524-1027, (201) 890-1803  
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Employee Photo Service, USA offers the most personalized discount employee film developing service to all size companies. Employee Photo Service also features our annual photo contest, blood drive promotions and photographers for association functions. Find out why we say, "Employee Film Developing...and much more!"

## FUJI TRUCOLOR PHOTO

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(619) 286-0500  
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We will customize an in-house photofinishing program directed toward your organization's needs. Prices to NESRA members are up to 50 percent less than retail prices.

## KONICA QUALITY PHOTO (EAST), INC.

P.O. Box 2011  
Portland, ME 04104  
(207) 883-7325  
Contact: Richard Hauser

Konica Quality Photo, the nation's second largest wholesale photofinisher, offers its customers outstanding quality and service on film developing at low everyday prices. At Konica, the emphasis is not necessarily in being the biggest, but rather the best.

## KONICA QUALITY PHOTO WEST, INC.

18250 S. Euclid  
Fountain Valley, CA 92708  
(714) 549-0500  
(800) 945-6642  
Contact: John Oberinger

Konica Quality Photo West, a division of the worldwide Konica Corporation, provides a complete spectrum of film developing services for employees. Color and black and white roll developing, enlargements, posters, video transfer, photo CD, gift ideas and microlabs are available.

## QUALEX, INC.

3000 Croasdaile Dr.  
Durham, NC 27705  
(919) 383-8535  
Contact: Paul Hoernschemeyer

Qualex, America's largest film developer, provides full processing services. Qualex is the exclusive provider of KODALUX™ processing services under license from Eastman Kodak Company.

# Specialty Services

## BANTAM DOUBLEDAY DELL PUBLISHING GROUP

666 Fifth Ave.  
New York, NY 10103  
(212) 492-9811  
Contact: Ethan Crimmins

Bantam Doubleday Dell Publishing Group offers best-selling books from the nation's hottest authors with titles ranging from paperback thrillers and hardcover cookbooks to whimsical humor books and elegant gift books. Counter and floor displays are available to fit your store's needs. NESRA members receive a 50 percent discount with free freight!

## BURNES OF BOSTON TERRAGRAFICS SHOWBOX

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New York, NY 10010

(212) 685-3950

Contact: Myrna Zarrell

Burnes of Boston is the largest frame and photo album manufacturer in the U.S. Terragraphics is an upscale line of fine photo albums including showbox, a revolutionary new way to share, store and display photos. Special discounts and dating programs for all Employee Stores.

## CENTURY PRODUCTS CO.

9600 Valley View Rd.  
Macedonia, OH 44056-2096  
(216) 468-2000 ext. 323 or 379  
Contact: Jerry Frisch  
Carol Helminski

Manufacturer of juvenile products, such as toddler car seats, infant car seats, strollers, walkers, high chairs, swings, infant carriers, toys, etc.

## CORPORATE ADVANTAGE, INC.

7720 E. Evans Rd.  
Scottsdale, AZ 85260  
(602) 998-2266  
Contact: Warren Kaplan  
Vicki Mardell

Corporate Advantage, Inc. produces the ultimate employee perk for corporations. There is no cost to the employer or employee. We present a card which unfolds like an accordion offering special discounts throughout the year to a wide assortment of businesses.

## EMPLOYEE PRINTING SERVICES

P.O. Box 248  
Bedford Park, IL 60499-0248  
(800) 323-2718  
Contact: Mary Milbradt

Employee Printing Services offers wedding and social invitations and accessories, commercial stationery and holiday greeting cards. Our risk-free program provides your employees and company with an easy to use source for their printing needs at a 40 percent discount off retail. Sample albums are sent to NESRA companies at no cost for their employees' use. All ordering and payment is done by the employee directly with us. All work is 100 percent guaranteed.

## FLORAVISION, INC.

3730 Lehigh St., Suite 206  
Whitehall, PA 18052  
(800) 543-3997 (order-line)

(215) 770-7050  
Contact: Dean N. Browning

Floravision, Inc. is a service management company providing premium quality floral products worldwide. Via Floravision's toll-free number, individuals and business clients can send flowers 24 hours a day. Special programs are offered for employee stores, human resources departments and employee associations. NESRA companies receive a 10 percent discount.

**FUN SERVICES**  
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Chicago, IL 60609  
(800) 926-1223  
(312) 847-2600  
Contact: Jay Hoult

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**HEAVENLY SKI RESORT**  
P.O. Box 2180  
Stateline, NV 89448-2180  
(702) 586-7000, Ext. 4459  
Contact: Marcie Moskow

Heavenly Ski Resort, located at Lake Tahoe, CA/NV offers individuals four nights lodging and four days skiing starting at \$195 per person. In Northern California, groups of 35 people or more may enjoy a one day ski trip for only \$45 out of Sacramento Valley and \$56 out of the Bay Area, transportation included.

**J.B.BENTON ADV.**  
120 Sylvan Ave.  
Englewood Cliffs, NJ 07632-2501  
(201) 592-1510  
Contact: Thomas Feely

**PERKS UNLIMITED, INC.**  
153 Main St.  
Sayville, NY 11782-2539  
(800) 727-3757  
Contact: Robert J. Dow

Perks Unlimited, Inc., a national/international supplier of Corporate Rate Savings Cards, will provide these cards to

NESRA members at no cost whatsoever. With these cards, NESRA members can enjoy savings at local and national businesses throughout the country. Call us today for this free perk.

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Chattanooga, TN 37421  
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Contact: D. Frank Chambers

Perfect Image Photographics® offers NESRA members a family-oriented employee portrait benefit program which will grow in value and is ideal for long-term employer/employee goodwill with minimal time requirements and virtually no cost to the company.

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(717) 455-8811  
Contact: Burton I. Dolgin

**R.E.A.C.H. GROUP, INC.**  
Reading and Education for All Children  
236 W. 27th St.,  
Third Floor.  
New York, NY 10001  
(212) 229-2966  
Contact: A. Erik Chesla

REACH is helping families build a better future for the next generation through innovative seminars, interactive workshops and customized learning systems. REACH Interactive Educational Services are changing the way America learns—at home, at work and at play.

**TRANS NATIONAL FINANCIAL SERVICES**

855 Boyston St.,  
Sixth Floor  
Boston, MA 02116-2622  
(800) 262-6628 ext. 6005  
Contact: Khristian Hawver

Trans National Financial Services (TNFS) is a nationwide marketing company offering the competitive NESRA Credit Card. TNFS and Maryland Bank N. A. America also offer other financial benefits to member organizations and companies.

**VENDING CONSULTANTS, INC.**  
8040 University Blvd.  
P.O. Box 1395  
Des Moines, IA 50305-1395  
(515) 255-1108  
Contact: Paul Calkins

This company offers a specially designed vending and prepaid debit card system for selling and dispensing general admission tickets for theaters, special events, amusement parks and family attractions. The system allows for ticket sales 24 hours per day, seven days a week.

**WESTMINSTER INTERNATIONAL, INC.**  
436 Armour Ctr.. NE  
Atlanta, GA 30324  
(800) 241-8967  
Contact: James G. Thomas

## Sporting Goods/Fitness Information

**AMERICAN BOWLING CONGRESS**  
National Headquarters  
5301 S. 76th St.  
Greendale, WI 53129-1127  
(414) 421-6400  
Contact: Jack Mordini

ABC is a voluntary membership organization which provides goods and services to its over three million members.

Further, ABC works closely with all integers of the bowling industry for the betterment of the sport.

**HILLERICH & BRADSBY CO., INC.**  
P.O. Box 35700  
Louisville, KY 40232-5700  
(502) 585-5226  
Contact: Susan Riney Clark

Hillerich & Bradsby Co., Inc. is the manufacturer of Louisville Slugger® baseball/softball wood/aluminum bats, fielder's gloves, equipment, accessories and Power Bilt® golf clubs, equipment and accessories. Write or call for more information.

**NATIONAL RIFLE ASSOC. OF AMERICA**  
1600 Rhode Island Ave., N.W.  
Washington, DC 20001-1633  
(202) 828-6152  
(202) 828-6153  
Contact: John J. Grubar

The National Rifle Association of America extends technical assistance to individuals and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions, (leagues, tournaments and affiliated clubs) rifle and pistol, hunting, etc.

## Sportswear

**BARRETT SPORTSWEAR**  
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Bloomington, MN 55431  
(612) 884-7811  
Contact: Joe Reger

Barrett Sportswear provides custom silkscreened and embroidered wearables designed for the corporate market—perfect for company stores and incentives. Jackets, hats, T-shirts, golf shirts, bags, towels and much more at a discount of 35-40 percent off retail. Retail lines such as Play Hard, Northern Exposure and Coach are also available wholesale.

**BLACKBIRD INTERNATIONAL**  
1333 E. University Dr.  
Tempe, AZ 85281-4216  
(800) 272-7171

(602) 966-7384  
Contact: Erin O'Leary

Blackbird Int'l. produces high-tech, state-of-the-art aviation graphics screened onto apparel, wall graphics and ceramic mugs. Seven separate collections feature aircrafts from WW II to Space. Wholesale pricing with quantity discounts available.

**GEAR FOR SPORTS**  
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Lenexa, KS 66219-2402  
(800) 423-5044  
(913) 888-0535  
Contact: Kirk Kowalewski

Gear for Sports offers a complete line of high quality sportswear: T-shirts, shorts, sweatshirts, polos, jackets, outerwear and warmup suits. We embroider or silkscreen these garments with your company name, logo or create a custom design just for you.

**HIGH FIVE SPORTSWEAR**  
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Contact: Lester D. Abrams

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5827 W. Marconi Ave.  
Glendale, AZ 85306  
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Contact: J.R. Roren  
Andrea Roren

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13500 15th St.  
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(816) 765-5212  
Contact: Larry White

King Louie International, Inc. offers Pro/Fit® jackets, shirts, caps, sweaters and TimeOut® activewear.

**PINES SPORTS II, INC.**  
1275 W. Roosevelt Rd.  
West Chicago, IL 60185  
(708) 293-1750  
Contact: Tom McDonald

Tailor-made golf clubs regularly costing \$75 to \$85 wholesale per club priced at \$55 each plus mailing and handling to NESRA members.

**VELVA SHEEN MFG. CO.**  
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Cincinnati, OH 45227-3410  
(800) 543-4950  
Contact: Joyce Belyea

Velva Sheen offers imprinted sportswear including T-shirts, sweatshirts, jerseys, jackets, sweaters and shorts.

## Travel: Cruise Lines/ Airlines


**CRUISE AMERICA**  
5959 Blue Lagoon Dr.  
Suite 250  
Miami, FL 33126  
(800) 327-7799  
(305) 262-9611  
Contact: Bob Caldarone

Cruise America offers a 10 percent discount on time and mileage charges on any rental RV (motorhomes, truck campers, trailers, vans) from Cruise America or Canada. Over 100 locations, local or one-way. Must be reserved in advance. Call our toll-free number, (800) 327-7799 to make reservations.


**MORRIS AIR SERVICE**  
260 E. Morris Ave.  
Salt Lake City, UT 84115-3223  
(800) 4-MORRIS (466-7747)  
(801) 483-6133  
Contact: Elizabeth Brown

Morris Air Service offers incredible value ski packages to Utah and Sun Valley. All packages include roundtrip airfare,


accommodations, lift tickets and all transfers. Package prices start at \$298 per person and air only at \$69 each way based on roundtrip.

**SOUTH FLORIDA CRUISES, INC.**   
3561 N.W. 53rd Ct.  
Ft. Lauderdale, FL 33309-6344  
(800) 42-NESRA  
(800) 327-SHIP  
(305) 739-SHIP  
Contact: Gene Stewart

South Florida Cruises, Inc., bonded cruise specialists, offers savings on major cruise lines to and from all ports of call. Cruises can be booked two weeks to 14 months in advance. Groups, families, and individuals can be accommodated. Cruises can also be planned for sales meetings and given as employee incentives.

**SPIRIT CRUISES**   
501 Front St.  
Norfolk, VA 23510  
(804) 627-2900  
Contact: Charles S. Johnson Jr.

Spirit Cruises, Inc. offers sumptuous dining, energetic dancing and an exciting musical show aboard luxury lunch, brunch, dinner and moonlight cruises. Spirit ships operate in Boston, Chicago, New Jersey, New York, Norfolk, Mount Vernon, Philadelphia, Puget Sound and Washington, D.C. Special discounted prices for groups of 20 or more.


**SWISSAIR**   
608 Fifth Ave.  
New York, NY 10020-2303  
(212) 969-5734  
Contact: Anita Segal

Swissair offers all NESRA members active or retired, skiing and other sports packages, health spas and fitness programs, city interludes and countryside touring. Group departure dates can be arranged with other NESRA companies with similar interests. Swissair can assist in the planning and promotion of these tours to Europe, the Middle East and Africa.


**THE CRUISE COMPANY**   
573 Hanover Ave.  
Staten Island, NY 10304-4521  
(800) 548-9695  
(718) 720-9182 (in NY)  
(201) 506-7714 (in NJ)  
Contact: Donna Lombardi

The Cruise Co. offers cruises and fly/cruise programs with various getaways and destinations at substantial discounts for NESRA members, their family and friends.


## Travel Information/ Agencies/ Visitors Bureaus

**ALAMO RENT A CAR**   
110 Tower  
110 S.E. Sixth St.  
Ft. Lauderdale, FL 33301-5000  
(800) 354-2322  
(305) 522-0000  
Contact: Robyn Schmelter

Alamo Rent A Car offers NESRA members discounts on daily, weekly, and weekend rentals. For reservations call your professional travel agent or call Alamo at (800) 354-2322 and request your membership ID #236413 and rate code B-Y.


**ANGERSBACH INT'L. TOURS, INC.**   
170-B Main St.  
Manasquan, NJ 08736-3559  
(201) 223-0303  
Contact: Janney Petrone

Angersbach Int'l. Tours is a leading wholesale travel organization that has been in business for over 21 years. We offer NESRA members affordable top-quality and custom-designed itineraries to many destinations and NESRA discounts are given. Ski the Swiss and Austrian Alps; visit the Oktoberfest in Munich, The Passion Play, and Bermuda—just some of our specialties.


**AUSTROTOURS/AUSTRIA SKI**   
1535 West Loop South 319  
Houston, TX 77027-9509  
(713) 960-0900

(800) 333-5533  
Contact: Dorothea Rasser

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**AVIS RENT A CAR SYSTEM, INC.**   
6301 Ivy Lane, Suite 710  
Greenbelt, MD 20770-1492  
(800) 331-1212  
(301) 441-3481  
Contact: James D. Krapf

The employee-owners of Avis invite NESRA members to experience our state-of-the-art car rental services. Special savings are available by using the NESRA/Avis Worldwide Discount (AWD) number: A310600. For reservations call toll free (800) 331-1212.

**CBSI, dba RATRAVEL CENTER**   
7001 Village Pkwy.  
Dublin, CA 94568  
(510) 829-8950  
Contact: Robert Moranville

Turn Key, full-service program for employee recreation associations at no cost to the sponsoring organization including discounts on group and individual travel and revenue sharing options. Service may be private labeled.

**CHAMPIONSHIP GOLF VACATIONS, INC.**  
777-29th St., Suite 104  
Boulder, CO 80303  
(800) 284-9181  
(303) 449-1245  
Contact: Susan Watkins (or Dan)

Championship Golf Vacations, Inc. is a specialty travel service offering golf packages at over 400 resorts in the United States, Mexico and the Caribbean. Packages can also include air and car. "Discounts for groups and specials available in off season." Call (800) 284-9181 for more information.

## HAPPY DISCOUNT PLANS

2353 Apple Valley Dr.  
Howard, OH 43028  
(800) 798-2594  
(614) 392-0644  
Contact: Howard Cherry

Happy Discount Plans offers at no cost to the employer: 1) See America at 50 percent off regular room rates at over 1,700 hotels/motels nationwide; 2) An eyecare program that offers up to 50 percent off eyeglasses and contacts. Call for free information.

## KISSIMMEE-ST. CLOUD CONVENTION & VISITORS BUREAU

P.O. Box 422007  
Kissimmee, FL 34742-2007  
(800) 333-KISS (Accommodation  
Reservations)  
(800) 831-1844 (U.S.A. & Canada)  
(407) 423-6070 (Orlando)  
(407) 847-5000  
Contact: Lori C. Mirra

Kissimmee-St. Cloud Convention & Visitors' Bureau is a central Florida destination promotion agency representing over 124 hotels/motels and 30 campgrounds outside of the main entrance to Walt Disney World and close to many other Central Florida attractions. Consumer information is available. For accommodation reservations, call (800) 333-KISS.

## LAKE HAVASU AREA VISITORS & CONVENTION BUREAU

1930 Mesquite Ave., Suite 3  
Lake Havasu City, AZ 86403-5772  
(800) 242-8278  
(602) 453-3444  
Contact: Brenda L. Samchuck

The Lake Havasu Area Visitor & Convention Bureau is happy to provide information on the city, area attractions and amenities. A lakeside desert resort community, Lake Havasu City is America's home for the London Bridge, golf, shopping and water recreation.

## LAS VEGAS CONVENTION & VISITORS AUTHORITY

3150 Paradise Rd.  
Las Vegas, NV 89109-9096

(702) 892-0711

Contact: JoAnn Jose

Las Vegas offers top name entertainment, beautiful hotel/motel rooms at bargain prices, 24-hour gaming, champion sporting events, excellent shopping and restaurants. Mild year-round climate is excellent for indoor and outdoor activities. Beautiful sightseeing and spectacular attractions. Literature outlining attractions and sites available.

## MEARS TRANSPORTATION GROUP

324 W. Gore St.  
Orlando, FL 32806  
(407) 839-1570  
Contact: Karen A. Pitcherello

Mears Transportation is the largest ground transportation company in Central Florida. Some of the services offered are 24-hour transfers to all hotels for both individuals and groups. Our other fine quality services include attraction transfers.

## MOUNTAIN RIVER TOURS, INC.

Sunday Rd., P.O. Box 88  
Hico, WV 25854-0088  
(800) 822-1386  
Contact: Dave Cline

Mountain River Tours Inc. offers adventure trips which include one day and overnight whitewater rafting trips, fishing trips, scenic float trips, and introduces "Ride and Raft," which combines horseback riding, camping and rafting. Call (800) 822-#1FUN for more information on an employee discount program.

## NATIONAL TOUR ASSN.

546 E. Main St.  
Lexington, KY 40508  
(606) 253-1036  
Contact: John K. Hawks

## ORGANIZERS, ETC., INC.

7373 S. Alton Way #B-100  
Englewood, CO 80112-2332  
(800) 283-2754  
Contact: Craig Cook

Organizers, Etc., Inc. specializes in ski, golf, tennis, fishing, rafting, biking, scuba, cruises, sailing and other complete active

sports travel packages throughout the world for individuals, families, or groups. NESRA members receive additional discounts on all bookings. Call your in-house representative or Organizers, Etc. directly for customized packages. ANY SEASON—ANY REASON—ANYWHERE IN THE WORLD!

## ORLANDO/ORANGE COUNTY CONVENTION & VISITORS BUREAU

7208 Sand Lake Rd., Suite 300  
Orlando, FL 32819-5273  
(407) 363-5800  
Contact: Bob Moquin

This full-service convention & visitors' bureau represents attractions, hotels, transportation companies and other tourism-related businesses throughout central Florida. Write or call for free visitor information including a free Official Visitors' Guide and a discount Magocard.

## SISKIYOU COUNTY VISITORS BUREAU

248 Anderson St.  
Yreka, CA 96097-3423  
(800) 446-7475  
Contact: JoAnn Rucker

## TRANS GLOBAL TOURS, INC.

8200 Normandale Blvd., Suite 504  
Minneapolis, MN 55437-1098  
(800) 328-6264  
Contact: Jeannette Kay

Trans Global Tours is a major tour operator specializing in inexpensive, high quality tour programs for employee recreation groups to popular destinations such as winter Caribbean cruises and fall trips to central Europe, England, Ireland and Spain. Discounts vary. Call for details.

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# *A Distinguished NESRA Member*



*Ed Bruno, CESRA, has attended 26 consecutive NESRA Conferences and Exhibits, has served on the NESRA Board of Directors, was NESRA President-Elect in 1974 and then President. He was then nominated to serve on the Board of Trustees of NESRA's Education and Research Foundation and further nominated to serve as Chairman. Ed Bruno also received NESRA's Distinguished Service Award in 1992. With his experience in the field, ESM chose to ask him to reflect on the growth of the ES&R field during his career.*

**ESM:** How did you become involved in employee services and recreation?

**BRUNO:** My involvement in employee services and recreation began as a volunteer, participating as chair of many activities and lastly being elected to President of the 3M Club, the volunteer arm of the recreation program, just prior to joining the Recreation Services staff.

**ESM:** What did 3M's employee program consist of when you began? How has it grown?

**BRUNO:** Programs in the early years were largely sports and activity clubs. It has now grown to family activities and certainly emphasis is now on work/family issues and health/fitness issues. In the coming years, I see a great need for more services such as company stores, discount programs and in general, activities that will help employees cope with the changing environment.

**ESM:** How has employee services and recreation's emphasis changed over the years?

**BRUNO:** Emphasis within the employee services and recreation departments has changed as has the workforce such as the two-parent working families and single-parent employees. ES&R managers should be in the forefront and be flexible in the changing of their programs.

**ESM:** What changes in the overall workplace would you say have had the most profound impact on employee services and recreation?

**BRUNO:** More women in the workforce and flex-work hours have made changes in the way and variety of programs that are offered. One must be prepared to adapt services and programs that will meet the individual's needs.

**ESM:** How have employees' expectations of their employee services and recreation managers changed over the years?

**BRUNO:** Employees today expect us to wear many hats to help them cope with the changes in today's world such as working families, childcare, eldercare, etc., and not just sports and recreation activities.

**ESM:** As a member of management, what do you expect from your staff regarding implementation of ES&R programs?

stress in a changing work environment. I have always enjoyed the challenges of providing new and exciting programs.

**ESM:** You've been actively involved in NESRA for over 26 years. You've served on the National Board of Directors as region director, vice president, president-elect and in 1974 as president. Then you were nominated to serve on the Board of Trustees of NESRA's Education and Research Foundation and further nominated to serve as chairman of the Foundation. What role did NESRA have in your career?

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***"Employees today expect us to wear many hats to help them cope with the changes in today's world such as working families, childcare, eldercare, etc., and not just sports and recreation activities."***

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**BRUNO:** The greatest expectations I have of my staff are strong customer service attitudes and flexibility—the ability to adapt and provide new programs to fit the changing needs of the employee. Staff must always keep in mind that "people are our most important product."

**ESM:** What kept you interested in employee services and recreation?

**BRUNO:** The main thing that has kept me interested in employee services and recreation has been pleasing people and relieving their

**BRUNO:** My association with NESRA over the past 26 years has played a major role in my career. The networking with professionals from around the country has given me many new insights to programs which in turn has made me a better manager.

**ESM:** What motivated you to become president and to stay involved all these years?

**BRUNO:** When one gains so much from an association you have an obligation to give back and especially to share expertise with

new members, such as I learned in my early years from past members.

lasting friendships with many of the members and the ability to network with those members.

somewhat more proactive rather than reactive on some of the issues dealing with employee services.

**ESM:** You've attended 26 consecutive NESRA Annual Conference and Exhibits, how do you benefit from these conferences?

**BRUNO:** If a person were to learn one new thing or bring back one good idea from a conference, the

**ESM:** What do you see in the future for NESRA?

**BRUNO:** As the workforce changes and companies streamline, I see greater challenges for NESRA to provide services to meet those changing needs and to provide

**ESM:** What do you think is the future of ES&R?

**BRUNO:** I think ES&R has a great future in the next 5-10 years as many corporations face the challenges of operating in a different economic environment and as companies become more global in their operation.

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***"For new people entering the ES&R field, I encourage them to become involved, build a very valuable network of members and look forward to the interesting challenges ahead."***

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**ESM:** What would be your advice to someone just entering the ES&R field?

**BRUNO:** For new people entering the ES&R field, I encourage them to become involved, build a very valuable network of members and look forward to the interesting challenges ahead.

conference is worthwhile. Each of my 26 conferences has been a learning experience. It has given me a fresh idea on a new challenge, something that would call for continuous improvement and not to be satisfied with status quo.

**ESM:** What is your most memorable NESRA experience?


**BRUNO:** My most memorable NESRA experience was representing NESRA as its official spokesperson in Washington, D.C. in several meetings with the Secretary of the Interior during the energy crisis.

services and programs that will help employees to cope with higher stress levels.

**ESM:** What are some of the things you've learned about employees during your career?

**BRUNO:** I've learned that employees, no matter at what level in the organization, are the most important people to ES&R programs. Their involvement contributes to the success of all ES&R professionals. I've also learned that each employee is a loving, caring person in their own right.

**ESM:** What lies ahead for Ed Bruno?

**BRUNO:** I look upon retirement as a new challenge especially since I will continue to work as a temporary employee here at 3M in a different capacity. I will be coordinator of the 3M retiree volunteer services program. It is a program that also deals with many of the directions of NESRA and in that respect I hope to remain active. The balance of my week will be spent at my lake home relaxing and enjoying the wonders of nature. 

**ESM:** What have you gained most by being a NESRA member?

**BRUNO:** What I gained most by being a NESRA member is some

**ESM:** If you could relive your career in employee services and recreation, what things would you do differently?

**BRUNO:** I would try to be

---

*Ed Bruno, CESRA, has recently retired from his position as manager, recreation services for 3M Corporation.*

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## Tentative Conference Program

# NESRA's 52nd Annual Conference and Exhibit

April 14-18, 1993  
at Saddlebrook Resort at Tampa Bay, Florida

*"A Changing Climate in ES&R"*

### WEDNESDAY, APRIL 14

9:00 a.m.  
Registration

5:30 p.m. - 6:30 p.m.  
First Timers Reception

7:00 p.m.

#### POOL PARTY

*Sponsored by Tampa Bay/  
Suncoast Chapter*

### THURSDAY, APRIL 15

7:30 a.m.  
Registration

8:00 a.m. - 9:30 a.m.  
Regional Breakfasts

8:00 a.m.  
Spouse's Continental  
Breakfast

9:00 a.m.  
Spouse's Tour (Tarpon  
Springs)

9:45 a.m. - 11:15 a.m.  
**Conference Opening Session:**  
"Mental Toughness"

11:30 a.m. - 12:30 p.m.  
Exhibitor Orientation

12:30 p.m. - 1:30 p.m.  
Certification Lunch (for  
CESRA/Ls & RVESRAs)

LUNCH ON YOUR OWN

1:30 p.m. - 4:00 p.m.

EXHIBIT HALL GRAND  
OPENING

4:30 p.m.  
Buses Depart for Evening at  
Busch Gardens

DINNER AND  
ENTERTAINMENT  
*Evening sponsored by Busch  
Entertainment*

### FRIDAY, APRIL 16

8:00 a.m.  
Registration

BREAKFAST ON YOUR  
OWN

8:00 a.m.  
Spouse's Continental  
Breakfast  
9:00 a.m.  
Spouse's Tour (Weeki  
Wachee)

8:30 a.m. - 9:30 a.m.  
**General Session:**  
"Trends in Benefits"

9:45 a.m. - 10:45 a.m.  
**Concurrent Sessions**

- 1.) Setting Organizational Goals to Maximize Productivity I
- 2.) Employee Development Center I
- 3.) Entertainment Contracts
- 4.) Travel - How To Start A Program

### **Chapter Track (CH)**

How To Survive an  
Audit—Chapters

### **Employee Store Track (ES)**

Selling The Unsellable

### **Fitness/Health Track (FH)**

Developing a Corporate  
Wellness Program

11:00 a.m. - 12 Noon

### **Concurrent Sessions**

- 1.) Setting Organizational  
Goals to Maximize  
Productivity II
  - 2.) Employee Development  
Center II
  - 3.) How To Survive An Audit
  - 4.) Travel—How To Expand
- CH** Monthly Meetings  
**ES** Establishing A Payroll  
Deduction Plan  
**FH** Enticing Employees  
to Stay Healthy

12:15 p.m. - 2:00 p.m.

### **MANAGEMENT LUNCHEON**

2:15 p.m. - 3:15 p.m.

### **Concurrent Sessions**

- 1.) Eldercare
  - 2.) Recycling
  - 3.) Meeting Planning
  - 4.) Employee Store Without  
Walls
- CH** Developing Leadership  
**ES** Providing Superior  
Customer Service  
**FH** TQM for Your Wellness  
Program

3:30 p.m. - 4:15 p.m.

### **Concurrent Sessions**

- 1.) Being A Model Corporate  
Citizen
  - 2.) Facility Design & ADA
  - 3.) How To Be A Better  
Photographer
  - 4.) Recycling Programs—  
Panel
- CH** Reverse Vendor Fair  
**ES** Merchandising Your  
Store  
**FH** Self Defense as a  
Component of Wellness

4:30 p.m. - 7:00 p.m.

### **EXHIBIT HALL OPEN**

7:30 p.m.

### **DINNER AND ENTERTAINMENT** *Sponsored by Universal Studios*

## **SATURDAY, APRIL 16**

8:30 a.m. - 9:30 a.m.

### **General Session:** "Workforce Diversity"

9:45 a.m. - 10:45 a.m.

### **Concurrent Sessions**

- 1.) Childcare
  - 2.) American Disabilities Act
  - 3.) Retiree Services
  - 4.) Liability and ES&R
- CH** Membership  
Development  
**ES** Increasing Your  
Profitability  
**FH** New Ideas for an Old  
Wellness Program

11:00 a.m. - 12 Noon

### **Concurrent Sessions**

- 1.) Unique Programming  
Ideas
  - 2.) Facilities
  - 3.) Special Event Planning
  - 4.) TBA
- CH** Chapter Rap Session  
**ES** Catalog/Mail Order  
Programs  
**FH** Wellness Forum

12:15 p.m. - 2:30 p.m.

### **EXHIBIT HALL OPEN LUNCH SERVED**

2:45 p.m. - 4:00 p.m.

Workshops: Hospitals,  
Chapter Presidents,  
Experienced, Novice, Mgt.  
Support

2:45 p.m. - 4:45 p.m.

Board of Directors Meeting

6:30 p.m.

Reception

7:30 p.m.

**PRESIDENT'S DINNER**  
*Entertainment and  
Decorations Sponsored by  
Walt Disney's Magic Kingdom  
Club*  
(Tropical Theme—Dress accordingly)

## **SUNDAY, APRIL 18**

9:15 a.m. - 10:15 a.m.

### **General Session:** "Risk Management"

10:30 a.m. - 12 Noon  
**CLOSING BRUNCH**

# Designing Your Store

*What is it about your favorite store that makes you want to walk in and look around?  
What keeps you coming back to the same store time after time? If we knew the  
answers to these questions, we would design all of our stores exactly the same.*

by Lyndall Groves

**T**he most important and the first thing to consider when constructing a new store is the correct location at your site. There is an old saying about the success of a retail store and that is, "The three most important things to consider when building a retail store is 1) location, 2) location, 3) location."

We will assume for this article that you have selected the correct location and that our next step will be to design the store interior with selling and display shelving and fixtures.

## Assess Your Needs

The key thing to keep in mind when developing your store plan is to be flexible. Take several different approaches to the size and dimensions of the floor plan. Depending on the number of customers you service, you will probably need a storage or overstock room. It is recommended to allocate approximately 20 percent of the total space available to storage. Of course, you will not want your customers to have access to the stockroom, yet you will want to design it to be operated efficiently when receiving new merchandise or restocking your shelves. Once you have decided on

the size of the store and you have made a decision about the storage space, you then can begin looking at the store itself. Hopefully, you will have a square or rectangular shape to work with, if not perhaps you should reconsider the storage space to give you a more desirable retail selling area.

## Designing Your Store

In order to design a store layout with fixtures and shelving it is advisable to invest in a computer software package to help with this project. There are several low cost versions on the market and many of them will provide the flexibility needed to make your store design a success.

Over the years we have found that at Texas Instruments the front part of the store is very important. If you are in a good location, you should have a great deal of traffic, if you are lucky, some of them may decide to stop in and shop your store. The first impression of your store is extremely important. Much time and attention should be spent developing just the right look. Our stores have been successful with floor to ceiling glass

store fronts. This is fairly cost effective and fits with the decor of most of our sites. The glass also allows us the opportunity to display products effectively on the shelving or fixtures just inside the store. Your store must be cheerful and friendly. It needs to invite people to come in and browse. If you were to track your store traffic you would find that a great deal of the shopping is done during lunch and coffee breaks. This presents the problem of too many people in a small store when they are all lining up to make a purchase.

For this reason you should plan to have a larger than normal waiting area just inside the door or in front of your check-out counter. Planning this early in your design will oftentimes prevent a number of redesigns.

## Choosing Fixtures

Once the check-out counter has been drawn to your satisfaction, you can then start looking at the selling and storage shelves.

Our experience has been to use portable shelves that can be easily moved or shelving that can be changed to meet the needs of the products in stock. For this reason, we

recommend choosing the standard shelving used in grocery stores and many of the chain discount operations. There are other benefits to using these types of fixtures. The entire store can be redesigned in a matter of hours. It can take on a completely new look every few months by using the same fixtures, and most of this work can be done with only a screwdriver and a couple of tools. As you begin drawing in the shelving, be sure to consider the width of the aisles. Leave plenty of room for people to browse and yet have them close enough together to use the space efficiently. Some of your companies may have established safety standards for you to follow, I suggest you check with your safety people early in the design process.

I think that you will find it much easier to draw in the wall units before you look at the free-standing fixtures. The type of merchandise you carry will dictate the wall units you choose. There is a great deal of variety here, J-hooks, slat-walls, and modular pieces and so on. The store will look more appealing if it has a variety of fixtures blended in with the decor.

With the wall units in place you can now see that you are ready to draw in the aisles around the store. Again, use some imagination when you look at this phase of the process. Do you want to have a store where people can roam freely throughout the store, or would you rather have a store where the aisles are in a straight line much like your grocery stores? Leave three-foot aisles and even four if possible, and begin drawing for your standalone shelving or fixtures. Keep in mind that there are many different sizes of shelves and fixtures available, so be sure you design your layout in inches. It is sometimes difficult to vision how the store will look from your design drawing, if so,

you may consider visiting a few of your favorite stores to get some ideas. It's important for the store to look good, but it's more important for it to be functional and comfortable for your customers. I am sure you will have many ideas concerning the floor plan, it is always best to put it on paper and keep it handy. Somewhere during your design process you may find a corner or an odd space where you need a special display case.

This presents a great opportunity to use your creativity and give your store that special look. You should keep a catalog handy with the special display fixtures for just this purpose.

## Conclusion

After you have drawn in your last fixture and think you have finished your design, give the store plan to some of your co-workers and ask them for their response. In summary be creative and flexible. Your goal is to design a friendly yet functional store. Look at the things that attracts your attention when you visit your favorite store. Try to design in some of the same attributes to your store. ☺

*Lyndall Groves is the general manager of the Employee Store for Texas Instruments, Dallas, Texas.*

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# Customer Service in the Fitness Center

*It's hard to follow the rules when the customer is always right.*

by Carl Gulbranson

**T**his article is geared toward NESRA members who have staffed, in-house fitness centers. Other NESRA members, with company stores, discount programs or other programs in which "employees service employees," may find some application for this information. Be forewarned this is not your typical "how to" article. However, the information presented will challenge you to review your operations, plant some points to ponder and supply you with ideas for implementation.

Psychologically speaking it takes 15 positive experiences to overcome one negative one. That assumes (which is very dangerous) the customer returns. A lifetime of good customer service can be lost in a single act of poor service. However, a lifetime of excellent customer service and proper handling of a crisis ensures customer loyalty.

I know it sounds hokey but I am still impressed when the desk clerk at a hotel greets me by name as I approach to register. It's not magic, but it takes a little effort and planning. The bell boy reads the bag tag and phones the front desk announcing my arrival. Never underestimate the power of a smile and a personalized hardy hello.

Customer service is a very

personal thing, with a different standard for each person. The issue is further complicated because these standards change with the environment and situation. My standards and expectations at Pancake Day, a church fund-raiser, are dramatically different than the Sunday brunch at a fancy hotel.

The test on page 48 may stimulate some specific thoughts regarding customer service in your facility.

## Who Are Your Customers?

You cannot service a customer who is not a member. Define your membership process. Make employees join, keep it simple. Write your waiver in English not legalese. It is less threatening. I am now wondering why my members must complete three forms, triplicating their name, social security number, mail code, extension and signature on each?

Make everyone pay. Payroll deduction is best when offered with a no obligation 30-day money back guarantee. The perceived value of any service is greater when

employees contribute. Besides, it expands your budget and reduces the company's subsidization. It also gives your department a benchmark to measure your performance, document growth and report impact. These numbers will all be impacted by your customer service.

Integration into the corporate culture is another key to successful customer service. If fitness participation is not expressly permitted then is it discreetly discouraged? What are your written and unwritten rules of use? An endorsement letter from the CEO encouraging participation while promoting the individual and company benefits, is a good start. Leverage the CEO communicate with another from the department heads. Each will establish the guidelines for their area. Post framed copies of all letters for prospective members to review. Your staff should be represented at new employee orientation and your facility should be showcased on every building tour, especially for potential new hires in the interview process. Get your staff involved in menu planning in the cafeteria, volunteer your department's services for a fun run at a picnic and include exercise breaks at major meetings. Get a column in

## An Idealist's mini-quiz of customer service in the Fitness Center:

1. Do you treat every member as if they were the CEO or upper management?
2. Do all your members receive the same privileges as the fitness staff?
3. Is your facility poised for expansion due to high member utilization?
4. Would the cleanliness of your facility change if 60 Minutes scheduled a video tour?
5. Do you have communication vehicles from the members to the staff and the staff to the management?
6. Have you incorporated a member's suggestion into your operation in the last 30 days?
7. Does your membership exceed 50 percent of your eligible population?
8. Do you regularly test your operational systems by using the facility as if you are a member and not staff?
9. Would the state of repair (paint, carpet, ceiling tiles, locker rooms, etc.) change if a photographer scheduled a photo shoot for the annual report?
10. Do you annually question the status quo of everything?

If you answer yes to all of the above questions, congratulations, you found the Holy Grail. If not, read this accompanying article for some pragmatic, thought-provoking ideas.

the company's newsletter. Identify major health-care expenditures in conjunction with benefits and target programs to reduce these costs. Integrate with any and all allied departments. They are potential customers and a cost effective partner in program growth. They like the visibility so be sure to share the credit.

## Keep Them Coming

You can't service the needs of a member who does not show up. Advertising does not cost, it pays. The best advertising is the word-of-mouth of a successful user. To be successful, a user's goals must be based in reality not fiction or fallacy. For example, the woman who wants

firm thighs and religiously attends your "tone and firm" floor exercise class will drop out because of no results. Spot reduction is impossible, you cannot "firm fat." Fat can only be gained or lost. Why do health/fitness professionals perpetuate these myths? Truth in advertising establishes your credibility. Can you deliver everything you promise?

Apply the questions addressed in the mini-quiz to your facility. You may identify some opportunities to improve your customer service. I hope the fitness center is one of the places where the mail sorter is as welcome as the CEO. Statistically, they both count as one member. Why can't the members workout 24 hours a day or on weekends? If it's acceptable to work late nights and weekends than it must be acceptable to workout late nights and weekends? Card key access systems maintain security, tracks participation, allows you to prescreen and approve who gets access. The needs of shift employees can now be met. Are guests and family welcome? Why can't everyone have a permanent storage locker with laundry service? A free C.D. jukebox gives everyone a chance to choose the music. How come everyone can't use two towels?

Is your facility clean in the morning, filthy at night? Does your department own its own toolbox? Does your staff know how to use the tools? Do you stock repair parts? Do you have complete preventative maintenance? There is nothing more frustrating than standing on a broken treadmill waiting for a functional one during a limited lunch hour. Do you budget capital for new carpeting, wall repair and repainting? Have you expanded the cafeteria hours so that members can use both services without overcrowding either one? Do you provide a cooler to store member lunches while they exercise? Are your sundries (soap, shampoo,

deodorant, etc.) name brands? If not, what subliminal message are you sending about your company's flagship products? Buy generic cola?

Remember, poorly executed services create more negatives than nonexistent programs.

## Involve The Staff

It's hard to get good service for a frustrated employee. An employee without job control will soon be frustrated. Listen to your staff, encourage and reinforce a two-way communicative process. Is it not ironic that the lowest paid employee (front desk) has the greatest customer contact and those employees who receive the greatest customer input have the least control over the policies and procedures they are asked to enforce? A genuinely concerned staff member speaks for 25 members. You can eliminate major crises in their conception, by listening to your employees. You don't tell your mechanic how to fix your car. Why not allow your exercise specialists and front desk some input on how to better service the customers? In fact, praise the input and reinforce it with cash and prizes. Treat your staff like you expect the staff to treat a customer.

## Listen To The Customer

Some of my best ideas have come from someone else. Many programs, policy changes and operational changes were requested by concerned customers. A "market-driven" customer approach to facility operation will increase both membership and utilization. It gives the customer a sense of ownership. Get their feedback in writing. One

written comment/suggestion has the power of 10 verbal ones: Transferability.

Having an easily accessible suggestion card is critical in establishing customer rapport. The best way to increase this customer feedback is to use it. Illustrate that it has an impact. Ignore the requests and they will go away. Be sure to include a space where the customer has the option to include their name and extension. Call everyone who has the guts to sign their name. Thank the customer for positive and negative comments. Your response to comments/suggestions, good or bad, should be consistent. Treat the customer like they did you a favor, because they have. When responding to a question, they've drawn your attention to something you may have overlooked, they are giving you suggestions for improvement. "I don't know" is only a correct response when followed by "but I will find out and get back to you."

Tune into the customer's nonverbal communication as well. Waiting lines mean you need to buy more equipment or create an incentive/education program to stimulate the use of less popular or trendy equipment. Ushering members out the door at closing hour should tell you to extend your hours. Talk to them. Read between the lines.


## Problem Resolution

Identify and solve the small problems and the need for crisis management will be minimized. Most customers with a complaint usually have a solution, ask them. If you're wrong, admit it and then make it right. In a restaurant, they give cordials on the house or a free dessert. What can the fitness center do? Try complimentary guest passes,

dues for that month, T-shirts, or an extended membership. It is important to isolate the irritated consumer whenever possible. Spend 90 percent of the time listening, don't argue semantics, don't rehash the situation over and over. Identify the core issue, ignore the associated details. Don't get emotional. Treat any personal attacks or organization slams like "water off a duck's back." The major goals are to regain their respect, return their dignity and retain them as customers. (The three R's.)

## Conclusion

Treat your fitness center as if you owned it. Maximize revenues and justify expenditures as if the money came from your pocket. Treat your members like customers not co-workers. They'll notice the difference and feel special. They will reward you with unabridged loyalty and operational support. By maintaining excellent customer relations you will keep issues from escalating into major problems.

One sign of customer attentiveness is that customers are almost apologetic in their complaints. Some perceive customer service as a "no win" situation—good customer service is expected and you only hear about it when it's bad. I maintain customer service is inextricably linked to success, for without customer service you will fail. Following the rules is comparatively unimportant. 

---

*Carl Gulbranson has over 12 years of experience in corporate fitness/employee services with several organizations including Xerox, Pepsico, Pizza-Hut and Quaker Oats. He is currently serving as Program Director for the Galter LifeCenter, a hospital-based employee/community, fitness/rehabilitation center in Chicago, Illinois.*

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## FEATURE ARTICLES

### Administrative/ Management Issues

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- High Impact People Skills for Your Career Success, Michael W. Mercer, Ph.D., February, p. 20
- Keeping Your Meetings on Target, Joe Bannon, Ph.D., October, p. 10
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# **NESRA Is Moving Its Headquarters**

**Effective December 11, 1992**

Since 1983, NESRA has rented office space in a building once used as an elementary school. In July, 1992, the Westchester, Illinois School Board served notice that it needs to convert the building back to a school. As a result, NESRA will be moving December 11, 1992 to

**2211 York Road  
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Oak Brook, IL 60521-2371**

**The new phone number will be:**

**(708) 368-1280**

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# **NESRA's 52nd Annual Conference & Exhibit**

**"A Changing Climate in Employee Services  
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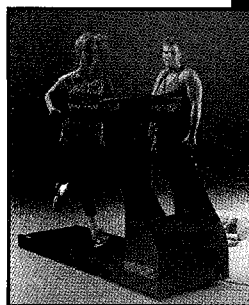
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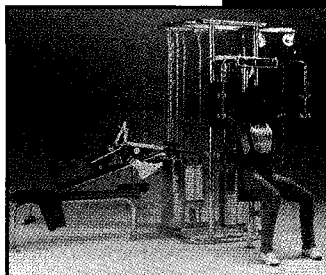
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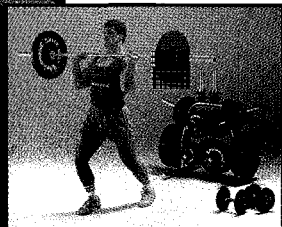
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